FINAL INDEPENDENT PROJECT EVALUATION

THE ARAB INITIATIVE TO BUILD NATIONAL CAPACITIES TO COMBAT HUMAN TRAFFICKING IN THE ARAB COUNTRIES

XAMX59

September 2020

This independent evaluation report was prepared by an evaluation team consisting of Mr. Rani Khoury (Lead Evaluator) and Ms. Tarteel Al Darwish (Expert). The Independent Evaluation Section (IES) of the United Nations Office on Drugs and Crime (UNODC) provides normative tools, guidelines and templates to be used in the evaluation process of projects.

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ABBREVIATIONS AND ACRONYMS

Abbreviation or Acronym	Full name
CLP	Core Learning Partner
CSO	Civil Society Organisation
GCC	Gulf Cooperation Council
HQ	Headquarters
IES	Independent Evaluation Section
ILO	International Labour Organisation
LAS	League of Arab States
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MDGs	Millennium Development Goals
NGO	Nongovernmental Organisation
OGCCR	UNODC Office for Gulf Cooperation Council Region
QFCHT	Qatar Foundation for Combating Human Trafficking
ROMENA	UNODC Regional Office for the Middle East and North Africa
SDGs	Sustainable Development Goals
ToR	Terms of Reference
ToT	Training of Trainers
UAE	United Arab Emirates
UN	United Nations
UNODC	United Nations Office on Drugs and Crime

EXECUTIVE SUMMARY

INTRODUCTION

PROJECT DESCRIPTION AND PROJECT OBJECTIVES

The project "The Arab Initiative to Build National Capacities to Combat Human Trafficking in the Arab Countries" (XAMX59) was developed and implemented by the United Nations Office on Drugs and Crime (UNODC), Office for the Gulf Cooperation Council Region (OGCCR) in association with the Qatar Foundation for Combating Human Trafficking (QFCHT). The original project was originally designed to consume three years (from January 2012 to December 2014), but significant delays extended implementation until June 2020. The overall budget of the project is USD$5.3 million, with $700,000 in-kind contribution from the Government of Qatar through the QFCHT. The project partnered with the League of Arab States (LAS), the International Labour Organization (ILO), along with the main partner, QFCHT.

XAMX59 aimed at building national capacities in the Arab region to effectively combat human trafficking, through supporting the target countries in (i) establishing the national and regional coalitions to fight human trafficking, (ii) promoting the ratification and implementation of the Protocol to Prevent, Suppress, and Punish Trafficking in Persons, especially Women and Children (Trafficking in Persons Protocol), (iii) strengthening the institutional and human capacities of criminal justice systems, (iv) improving mechanisms for the appropriate identification, referral, support, and protection of trafficked victims, (v) raising the awareness about the crime and its devastating consequences on individuals and societies at large.

The project sought to achieve these objectives through building national, sub-regional, and regional coalitions in order to increase national and regional coordination to combat human trafficking. In addition, the project conducted regional and national specialized training workshops to build the capacity of all concerned stakeholders to prevent, prosecute, and adjudicate human trafficking cases whilst protecting the rights of victims. The project also produced important strategic documents including a comprehensive legal assessment of legislations on combating human trafficking in the Arab World, a comprehensive study on understanding trafficking in persons in the MENA region, and support mechanisms for victims of human trafficking for Victims of human trafficking in GCC countries. The project also produced a training manual for human trafficking, a human trafficking toolkit for journalists, and anti-trafficking curricula.

PURPOSE, SCOPE AND METHODOLOGY OF EVALUATION

The purpose of this Final Independent Project Evaluation was to assess the extent to which the project objective and outcomes were achieved, and further assess the level of relevance, efficiency, effectiveness, impact, and sustainability of the project during its entire cycle. Human rights and gender considerations were also taken into consideration during this evaluation in addition to the criteria of leaving no one behind, as well as lessons learned and best practices. The evaluation covered the total duration of the project, from its inception in January 2012 up until its closure in June 2020. The audience for this evaluation includes project partners (LAS), implementing entities (i.e. QFCHT), UNODC's senior management, and the project team. The evaluation findings are intended to inform and guide future programming in the area of combating human trafficking, and other areas.

A mixed method approach of qualitative and quantitative methods was utilized to ensure an inclusive methodology as well as triangulation. Overall, the evaluation relied on the results of (i) a comprehensive desk review, (ii) 20 semi structured interviews with project stakeholders (6 female interviewees and 14 male interviewees), and (iii) 20 responses to online questionnaires (8 female respondents and 12 male respondents). A mixed sampling strategy was utilized for the selection of informants for the data collection phase. A purposive sampling strategy was used for informants of the interviews, while a stratified random sampling strategy was used for the selection of respondents to the online survey (beneficiaries).The use of remote data collection was the only way to overcome the limitations posed by COVID-19 in terms of travel bans and restrictions.

The evaluation was led by Mr. Rani Khoury (lead evaluator), who has accumulated almost 10 years of experience in implementing evaluations and designing M&E systems. Rani was joined with Ms. Tarteel Al Darwish, who is a subject matter expert (i.e. associate professor), and who has a long and extensive experience in research and writing on this topic. Both team members are independent from one another, which adds vigour to the evaluation results.

MAIN FINDINGS

Design

The design of the project was found to provide very good appropriate tools and employ suitable mechanisms to build capacities and induce policy change, but design issues led to planning challenges during implementation. The design was however also found to be too ambitious in its scope relative to its originally allocated resources, as well as being not specific enough.

Relevance

The project was found to be overall very relevant to the needs of the region, and in line with UNODC's frameworks and strategies, as well as with the SDGs. The development of the project was based on a needs assessment that was carried out through different inputs. The project team was adaptive during implementation through obtaining feedback from stakeholders on the design of the project before the beginning of activities.

Efficiency

Throughout the course of implementation, the project team was able to navigate through severe challenges faced in the efficiency of the project. A host of different internal and external factors however limited the efficiency of the project during implementation, ultimately leading to severe delays, extending the 3-year project to a total of 9 years. This includes among others an ambitious and non-specific design, the absence of one designated project manager, the lack of a proper monitoring system, turnover in partner implementing agencies and, challenges in the organization of activities and attendance of participants from across the region.

Effectiveness

The project was found to be partially effective in implementing its activities and contributing to its intended results. The challenges affecting efficiency have also inevitably influenced the effectiveness of the project, leading to some of the planned activities not being implemented, such as the awareness raising campaign and its associated activities, as well as a number of planned studies[1]. Otherwise, the project was effective as regards to activities related to building the capacities of criminal justice actors and the creation of networks related to combating human trafficking. Targeted groups for these activities included legal professionals (i.e. parliamentarians, judges and prosecutors), law enforcement officials (i.e. police), employees of Ministries of Labour and Social Affairs, relevant CSOs[2], educational institutions[3] journalists and media, border control officials and customs, and the Eswaa Shelters for Women and Children. The partnerships forged by the project, both within UNODC and with other organisations, contributed greatly to increasing its overall effectiveness.

However, the evaluation found that much of the scope of the project was shared with another project on Strengthening the Framework of the Arab Region to Prevent and Combat Human Trafficking and Migrant

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[1] Examples of the planned studies that were not carried out include a country assessment on the current status of existing victim support providers schemes and frameworks in all target countries, and an assessment on existing human rights curricula of selected universities and other educational institutions in target countries.

[2] Including the Dubai Funds for Women and Children, the Emirates Human Rights Association, the Association Democratique des Femmes du Maroc, Caritas Lebanon Migrant Center

[3] Including Qatar University, Islamic University of Gaza, Beirut Arab University, Assiut University, Aliraqia University, Amman Arab University, Marrakech University

Smuggling (XMEX19), implemented by the UNODC Regional Office for the Middle East and North Africa (ROMENA), which made it difficult to attribute activities and results to each of these projects.

Impact

The project was found to have contributed to real actual changes in regional and national policies and capacities, and in the overall efforts being put to combat human trafficking among different countries in the region. The evaluation found a number of real human trafficking cases detected with the support provided by the project. The adoption of national laws and referral mechanism is another clear impact which this project has contributed to. Furthermore, external research carried out by the evaluation team has demonstrated how the different countries of the region have advanced in the field of combating human trafficking in international reports and indices.

Sustainability

The project was found to produce sustainable results through its work on building capacities, contributing to policy change, developing manuals and tools, and establishing regional and national networks, all of which enhance the sustainability of results. In specific, the Training of trainers (ToT) activities conducted in the project have contributed to the creation of a pool of experts from the region, who will continue transferring the knowledge gained from this project. Moreover, the close partnership with LAS is expected to further sustain the project's results, given its institutional nature. The lack of a clear exit plan, however, dilutes the sustainability of results.

Human Rights and Gender Equality, Leaving no One Behind

The project was also found to generally adhere to the principles of human rights, gender equality and leaving no one behind, since human trafficking is considered to be a major human rights violation impacting the most vulnerable groups, including women and girls. All human rights were respected throughout the duration of the project. and no discrimination was reported. Gender equality was aimed at among the participants of the project's different activities but could not be fully achieved given the dominance of males in this sector in the region. The project adhered strongly to the principle of leaving no one behind, despite the absence of a few countries in the region from the project's activities.

MAIN CONCLUSIONS

The project, along with other similar efforts in the region, resulted in real and positive change in the fight against human trafficking in the region through building the relevant capacities, establishing networks, and instituting policy & legislative change across the different countries of the region. A major success factor has been the strong partnerships both within UNODC, and between UNODC and other organizations, which were found to have strongly contributed to increasing the effectiveness of the project and its contribution to the SDGs.

While the project was found to be partially effective in implementing its activities and contributing to its outcomes, it faced severe challenges in its efficiency to do so. The project effectively implemented many of its activities through a process of adaptive management, but a few activities could not be conducted. The absence of one designated project manager throughout the duration of implementation has limited the planning capacity of the project, and thus overall performance. The absence of monitoring data, as well as an ambitious and non-specific design, have further limited the efficiency and effectiveness of the project. Factors external to the project also led to significant challenges during implementation, especially in terms of a turnover in the main implementing partner. In terms of the implemented activities of building capacities, supporting policy and legislation reforms, and administering small grants to legal clinics, the project was most effective in its capacity building component (workshops and trainings), but least effective in the small grants component, in which small grants were administered to three legal clinics in the Arab world to be used for raising awareness on human trafficking as well as for the provision of free legal guidance to victims of human trafficking.

Overall, the comprehensiveness of the project's approach (i.e. raising awareness, building capacities, supporting policy and legislation), as well as the comprehensiveness of the targeted groups has enhanced the effectiveness of the project and facilitated the contribution of the project's activities to its results. Moreover, the project's results were found to be sustainable, especially given the ToT capacity building programme instituted by the project, as well as its strong partnership forged with LAS. However, the sustainability of results could be diluted due to the absence of a clear exit plan for the project.

MAIN RECOMMENDATIONS

Based on the above findings and conclusions, nine actionable recommendations have been formulated to guide future programming. The below present a summary of six of the recommendations, whereby all individual recommendations are included in the Summary Matrix and the main body of the report.

RECOMMENDATIONS 1 AND 2 – PROJECT DESIGN AND M&E FRAMEWORKS

Given that the project's performance had been adversely affected by an over-ambitious and non-specific project design, as well as the lack of monitoring data, the design of future projects should be as realistic and specific as possible taking into account project resource constraints. The design should also include a well-developed monitoring and evaluation system, to ensure a constant flow of information to management. The design should also provide a well considered exit plan or sustainability strategy to properly close the project. (Project Management, UNODC Office for the Gulf Cooperation Council Region).

RECOMMENDATIONS 3 AND 4 – FOLLOW-UP PROJECT AND PARTNERSHIPS

Given the positive and significant impact that this project has contributed to, and given the strong partnerships forged in the project, OGCCR should work on designing and implementing a follow up project/programme to continue the momentum in this project and build on achievements. Moreover, all ongoing and future relevant projects should build and capitalize on the successful partnerships formed in the project, given their pivotal role in the implementation of this project. (Project Management, UNODC Office for the Gulf Cooperation Council Region).

RECOMMENDATIONS 5 AND 6 – PROJECT MANAGEMENT AND PROJECT PORTFOLIO

While the project team proved to be proactive and adaptive to changing contexts throughout the duration of the project, implementation would have benefitted from the presence of one designated project manager, especially in manoeuvring through the challenges and obstacles faced, as well as ensuring more proper project documentation and monitoring. Moreover, the evaluation found a very similar project administered ROMENA during the same timeframe, which limited the ability to attribute results to each of the projects. It is therefore recommended to better allocate all projects under a single portfolio to complement rather than duplicate one another. (Project Management, UNODC Office for the Gulf Cooperation Council Region, in collaboration with UNODC Regional Office for the Middle East and North Africa (ROMENA)).

LESSONS LEARNED AND BEST PRACTICES

Three lessons learned and two best practices were identified, with the two main ones indicated below. All lessons learned and best practices are presented in the main body of the report. The main lesson learned is that nothing can compensate for not having one designated project manager, despite tremendous efforts done by the project team. A project manager increases the likelihood for project success through providing vision and direction, increasing efficiency, managing the scope and resources, dealing with arising risks, and effectively closing the project.

The main best practice is the strong partnerships forged during the project, both among UNODC offices and between UNODC and other organisations, which were pivotal in implementing the activities as planned and realize outputs. Partnerships can make it or break it for development projects.

SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

Findings (see note below)	Evidence (sources that substantiate findings)	Recommendations (incl. recipient)	Management Response (accepted/ partially accepted/ rejected)
1. Project Design While the project's framework of results was sound and logical, the project's outcomes and activities were found to be not adequately specified, which led to planning issues during implementation. Moreover, the design of the project was found to be very ambitious, especially considering the resources available for the project, especially time and human resources.	Stakeholder interviews Desk review	1. Project Design Ensure that the design of future projects is more realistic and specific, taking into account restraints, including human, financial and time resources. (Project Management, UNODC Office for the Gulf Cooperation Council Region).	Accepted
2. Project Monitoring While adequate monitoring models were suggested in the project design, they were not fully implemented, and no agency was clearly tasked with the primary responsibility of collecting monitoring data throughout implementation. Therefore no baseline or monitoring data exists for the project, which has adversely affected performance and evaluability of results.	Stakeholder interviews Online survey Desk review	2. M&E Frameworks Design and incorporate appropriate M&E frameworks in future programming to enhance project implementation. (Project Management, UNODC Office for the Gulf Cooperation Council Region).	Accepted

Findings (see note below)	Evidence (sources that substantiate findings)	Recommendations (incl. recipient)	Management Response (accepted/ partially accepted/ rejected)
3. Impact The project has contributed to a tremendous impact on the fight against human trafficking in the Arab region. The project directly resulted in the detection of human trafficking cases and the protection of victims. International reports illustrate the advancement of the majority of the region's country in developing the appropriate frameworks and capacities for detection, prosecution, and protection.	Online survey Stakeholder interviews Desk review	7. Follow-up Project Design and implement a follow-up project to continue momentum and build on achievements. (Project Management, UNODC Office for the Gulf Cooperation Council Region).	Accepted
4. Partnerships The formation of strong partnerships has strongly contributed to enhancing the effectiveness of the project. Strong internal collaboration among UNODC offices (OGCCR in Abu Dhabi, ROMENA in Cairo, and the Human Trafficking Section at HQ) has helped supply the project with relevant expertise and provided oversight on the technical outputs of the project. Moreover, the partnership with LAS proved pivotal to the implementation of activities, as it allowed for the involvement of a large number of Arab countries (i.e. 21 out of 22 countries).	Stakeholder interviews Desk review	3. Partnerships Capitalize on the successful partnerships forged in this project between UNODC offices and institutions. (Project Management, UNODC Office for the Gulf Cooperation Council Region).	Accepted

Findings (see note below)	Evidence (sources that substantiate findings)	Recommendations (incl. recipient)	Management Response (accepted/ partially accepted/ rejected)
5. Project Management While the project team managed to be proactive in implementing the activities of the project, the planning capacity and overall strategic direction of the project was overall limited due to the absence of a designated project manager throughout implementation. This limited overall performance, adversely affecting the efficiency and effectiveness of the project.	Stakeholder interviews Desk review	4. Project Management Ensure a complete management set up for future projects, including one designated project manager for the course of the implementation. (Project Management, UNODC Office for the Gulf Cooperation Council Region).	Accepted
6. Overlapping Frameworks A wide overlap between this project and another similar project limits the extent of attributing activities and results to each. Projects (XMEX19) and (XAMX59) share very similar frameworks, including almost identical outcomes and common activities. This has made it difficult to attribute results, and even activities, to each of these projects.	Desk review Stakeholder interviews	5. Project Portfolio Ensure that portfolio projects are effectively and efficiently distributed to ensure complementation rather than duplication. (Project Management, UNODC Office for the Gulf Cooperation Council Region in collaboration with UNODC Regional Office for the Middle East and North Africa (ROMENA)).	Accepted
7. Sustainability While the project was able to contribute to sustainable results that are likely to continue after the completion of the project, sustainability of results could be further enhanced through a clear exit plan. The design of the project did not contain an exit plan, neither did any follow up occur on this during implementation. This created difficulties towards the end of the project, especially given the absence of an implementing partner during that time.	Desk review Stakeholder interviews	6. Exit Strategy Ensure future projects incorporate an exit plan / strategy during the design phase to maximize sustainability of results. (Project Management, UNODC Office for the Gulf Cooperation Council Region).	Accepted

Findings (see note below)	Evidence (sources that substantiate findings)	Recommendations (incl. recipient)	Management Response (accepted/ partially accepted/ rejected)
8. Human Rights, Gender Equality and Leaning No one Behind While in general the project team sought to identify and include women wherever possible, a lack of consideration of gender equality was observed in one of the project's activities. In specific, the gender of implementing personnel and presumed trafficked persons was not captured in the application nor in the final evaluation of the proposals for the small grant facilities administered by the project. Human rights were respected throughout the duration of the project. and no discrimination was reported. The project adhered strongly to the principle of leaving no one behind, despite the absence of a few countries in the region from the project's activities	Desk review	8.Human Rights, Gender Equality and Leaving No One Behind Ensure that Human Rights, Gender Equality and Leaving No One Behind considerations are fully taken into account in future project activities. (Project Management, UNODC Office for the Gulf Cooperation Council Region).	Accepted
9. Efficiency The project faced severe delays and introduced changes to its activities including a new component. The lack of monitoring data limited the extent to which changes and additions were based on reliable information, which has weakened the efficiency of the overall project during implementation.	Desk review Stakeholder interviews	9. Mid-term Evaluation Plan for a midterm evaluation at the design stage to allow for an independent view on implementation and any change in project directions. (Project Management, UNODC Office for the Gulf Cooperation Council Region).	Accepted

I. INTRODUCTION

BACKGROUND AND CONTEXT

OVERALL CONCEPT AND DESIGN

The project "The Arab Initiative to Build National Capacities to Combat Human Trafficking in the Arab Countries" (XAMX59) was developed and implemented by the United Nations Office on Drugs and Crime (UNODC), Office for the Gulf Cooperation Council Region (OGCCR), in association with the Qatar Foundation for Combating Human Trafficking (QFCHT). The original project was originally designed to consume three years (from January 2012 to December 2014), but significant delays extended implementation until June 2020. The overall budget of the project is USD$5.3 million, with $700,000 in-kind contribution from the Government of Qatar through the QFCHT. The project partnered with the League of Arab States (LAS), the Qatar Foundation for Combating Human Trafficking (QFCHT), and the International Labour Organisation (ILO).

The project aimed at building national capacities in the Arab region to effectively combat human trafficking, through supporting the target countries in (i) establishing the national regional coalitions to fight human trafficking, (ii) promoting the ratification and implementation of the Protocol to Prevent, Suppress, and Punish Trafficking in Persons, especially Women and Children (Trafficking in Persons Protocol), (iii) strengthening the institutional and human capacities or criminal justice systems, (iv) improving mechanisms for the appropriate identification referral, support, and protection of trafficked victims, (v) raising the awareness about the crime and its devastating consequences on individuals and societies at large.

The project sought to achieve these objectives through building national, sub-regional, and regional coalitions in order to increase national and regional coordination to combat human trafficking. In addition, the project conducted regional and national specialized training workshops to build the capacity of all concerned stakeholders to prevent, prosecute, and adjudicate human trafficking cases whilst protecting the rights of victims. The project also produced important strategic documents including a comprehensive legal assessment of legislations on combating human trafficking in the Arab World, a comprehensive study on understanding trafficking in persons in the MENA region, and support mechanisms for victims of human trafficking for Victims of human trafficking in GCC countries. The project also produced a training manual for human trafficking, a human trafficking toolkit for journalists, and anti-trafficking curricula.

Seven projects revisions were implemented by the project corresponding with the delays and staffing needs experienced by the project[4]. The main reasons behind the several project revisions and modification of some outputs and activities stemmed from the challenging local and regional political environment in which the project was operating. Some other delays came from implementing the UMOJA system. Further, there were some issues with the structure and composition of the human resources required for implementation that also caused some delays.

Some of the changes illustrated in the table above were mostly done under the 1st project revision implemented in 2015, as this was the only revision to include direct changes on the logframe. Under this revision, the following changes were made to the logframe of the project:

- Re-profiling of outputs 1.1 and 1.2;
- Addition of an activity to output 2.1;
- Discontinuation of activity 2.2.2;
- Elimination of Output 3.1 and key activities 3.1.1-3;
- Amendment to key activity 4.5.1, i.e.: instead of "providing grants to NGOs in three pilot countries", the activity to read: "a call for proposals will be opened for Legal Clinics in all 22 Arab Countries" and

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4 The ToR mentions only 5 project revisions

- Addition of 2 risks to the risks and assumptions identified.

The other six project revisions involved changes only to the timeframe of the project due to the factors mentioned above.

PURPOSE AND SCOPE

The purpose of this Final Independent Project Evaluation was to assess the extent to which the project objective and outcomes were achieved, and further assess the level of relevance, efficiency, effectiveness, impact, and sustainability of the project during its entire cycle. Human rights and gender considerations were also taken into consideration during this evaluation in addition to the criteria of leaving no one behind, as well as lessons learned and best practices. The evaluation aimed to be a learning exercise for all implementing partners and contributed to assessing the extent to which the project contributed to the objectives of UNODC's programs and partnerships.

The evaluation covered the total duration of the project, from its inception in January 2012 up until its closure in June 2020, as well as all its geographic cover, spanning the region. The audience for this evaluation includes project partners (LAS), implementing entities (i.e. QFCHT), UNODC's senior management, and the project team. The evaluation findings are intended to inform and guide future programming in the area of combating human trafficking, and other areas. The evaluation will also serve as a reference for beneficiaries who were involved in the achievement of the project outcomes. The evaluation report will be published and disseminated to all relevant stakeholders, including especially the donor community and Arab Member States.

THE COMPOSITION OF THE EVALUATION TEAM

The evaluation team for this assignment was composed of a male lead evaluator and female team member/expert, who worked collaboratively in implementing the evaluation.

Rani Khoury

Rani Khoury is an economist and evaluation professional working in socioeconomic development and specialized in the field of M&E and socioeconomic analysis. He is a graduate of the University of London (SOAS) with a MSc. in Economics with reference to the Middle East. Rani is strongly adept at analyzing a wide range of socioeconomic issues, having a strong background and experience in this regard in Jordan and the wider Middle East region. Moreover, his extensive experience also encompasses evaluations and assessments performed across several development and humanitarian contexts both inside and outside of Jordan, including Lebanon and Yemen. Rani has built considerable experience in custom designing, managing, and implementing various evaluation projects of different sizes and contexts. Moreover, he has been engaged in the formulation of complex M&E systems of large development and humanitarian programmes and for national strategies. Throughout his professional career, Rani has worked with multiple UN agencies, the EU, USAID, and other international organizations. Rani possesses excellent analytical and report writing skills.

Tarteel Al Darwish

Tarteel Al Darwish is an associate professor at the criminal law department in the Beirut Arab University and is specialized in criminal and penal law. She is a graduate of the Beirut Arab University with a PhD in international criminal law and diploma in private law and international relations and diplomacy. Tarteel is strongly adept in supervising and master and doctoral thesis in the field of penal law, international criminal law, human trafficking, human rights, crime and punishment and legal methodology and juvenile law having a strong background and experience in this regard in Lebanon and Syria. Moreover, her extensive experience also encompasses participating in many conferences as a lecturer in the field of international criminal law, human trafficking and human rights. Moreover, she has been engaged in the training students for moot courts in media and humanitarian law. Throughout her professional career, Tarteel has worked with different NGOs. In addition to this she has published four books and about 18 articles on issues ranging from crimes against women and children, as well as corruption and cybercrime.

MAP OF COUNTRIES THAT HOSTED PROJECT ACTIVITIES

Figure 1 Map of Countries that Hosted Project Activities

Source: developed by evaluation team using customizable maps from mapcharts.net

The map above illustrates the Arab countries that hosted activities of the project, which come to a total of 10 countries. However, participation in the project's activities included individuals from 21 Arab countries, which almost makes up 95% of Arab countries

EVALUATION METHODOLOGY

In line with the UNODC evaluation standards and UNEG norms and standards, a mixed method approach of qualitative and quantitative methods was utilized in this evaluation to ensure an inclusive methodology as well as triangulated findings. Overall, the evaluation relied on the results of (i) a comprehensive desk review, (ii) in depth semi structured remote interviews, and (iii) online questionnaires.

At the outset, the evaluation team conducted a desk review of all documents received from the project team in addition to other documents pertaining to UNODC and the Independent Evaluation Section (e.g. Evaluation Handbook). A full list of documents reviewed is presented in the annex and generally include project design and project revision documents, annual progress reports and narrative reports, the steering committee minutes of meetings, small grants reports, and overall publications and products of the project. Based on a review of these documents, the evaluation team formulated preliminary findings that were presented in the inception report and facilitated the fieldwork for this evaluation.

It should be noted here that the desk review process did not end with the inception report, but rather remained ongoing throughout the evaluation assignment, as the evaluation team continued to consult with project documents during the fieldwork and analysis. Findings of the desk review constituted an important source of findings in this evaluation.

The desk review also contributed to the refinement of the evaluation questions into 12 main questions during the inception phase of this evaluation and greatly facilitated the development of the evaluation tools that were used during the data collection phase. The evaluation tools consisted of in-depth semi-structured remote interviews with project stakeholders and online questionnaires with project beneficiaries. The use of remote data collection was the only way to overcome the limitations posed by COVID-19 in terms of travel bans and restrictions.

- In-depth semi-structured remote interviews were used to collect information from various project stakeholders including the project team, donor, and implementation partners that include various organisations and trainers (stakeholder groupings presented in next section). Interviews were also used to collect information from the legal clinic in the Law Faculty of the Beirut Arab University that benefitted from small grants under the project. This instrument was used to collect qualitative information about the overall performance of the project, and specifically on the relevance, efficiency, effectiveness, sustainability and impact of the intervention. In addition, it gathered information on the criterion of 'human rights, gender equality, and leaving no one behind' as well as 'lessons learned and best practices'. The choice of utilizing semi-structured interviews for this evaluation was that they allow for an in-depth discussion around the evaluation questions. Please refer to the evaluation matrix in the annex for a more detailed elaboration of what evaluation questions were addressed using this instrument.

- Online questionnaires were used to collect information from project beneficiaries composed of various groups of professionals, including government officials and employees, judges, prosecutors, law enforcement officials, academic persons and media persons. This instrument was used to collect both quantitative and qualitative information about the project results, specifically focusing on the effectiveness and impact of the project.

The key data sources for this evaluation consisted of the project team, the project's Core Learning Partners (CLP), and project beneficiaries, in addition to key project documents including the project design, project revisions, annual progress reports, annual narrative reports, and key products and publications of the project.

Following the approval of the inception report by the Independent Evaluation Section (IES), the evaluation team began the data collection phase for the evaluation, with the first step being to identify stakeholders and beneficiaries to be included in the evaluation process.

A mixed sampling strategy was utilized for the selection of informants for the fieldwork. A purposive sampling strategy was used for informants of the in-depth semi structured interviews, while a stratified random sampling strategy was used for the selection of respondents to the online survey (beneficiaries), according to the target group. This resulted in the evaluation team carrying out 20 in-depth semi structured interviews (30% of which were with females) and administering surveys and collecting complete results from 20 participants (40% of whom were females). The below table illustrates the stakeholder groups and associated tool and sampling method proposed, along with the rationale for their selection.

Table 1: Stakeholder groups with proposed tools and sampling methods

Stakeholder group	Tool	Sampling	Notes / rationale	# of stakeholders reached
UNODC including Project team	Remote interviews	Purposive sampling	A purposive sampling was used to select relevant project team members across different time periods of the project and across different levels of the organization and team.	6

Project consultants	Remote interviews	Purposive sampling	A purposive sampling was utilized is proposed in order to arrive at differing consultant views and experiences related to the project.	2
Donor	Remote interviews	Purposive sampling	Donor representatives were very hard to reach during the fieldwork of the assignment. The project team managed to secure only 1 meeting in this field.	1 CLPs
Implementing partners	Remote interviews	Purposive sampling	Purposive sampling was used to select the key partners, including LAS and the ILO	2 CLP
Implementing partners - Trainers	Remote interviews	Purposive sampling	Purposive sampling proposed to include implementing partner - trainers from a variety of backgrounds and countries, including previous trainees of ToT	8, including 3 CLPs
Beneficiaries (legal clinics)	Remote interviews	Relevant contact point at all three legal clinics	While all three legal clinics which received small grants from the project were planned to be interviewed, the project was able to secure only one meeting with a small grant recipient.	1
Beneficiaries (trainees)	Online Survey	Stratified random sampling	A stratified random sampling strategy is proposed to ensure that voices are heard from across all Arab countries benefitting from the activities.	20 out of 152 beneficiaries mentioned in ToR

Source: developed by evaluation team based on evaluation methodology

The choice of employing purposive sampling was also due to the need to interview CLPs or main stakeholders who are deemed particularly relevant to the project and for this evaluation. The evaluation team managed to meet with six CLPs during this evaluation.

After the completion of the fieldwork, the evaluation team commenced with the analysis phase, which constituted reviewing the evidence to come up with assessments which were further validated into findings. In turn, conclusions were drawn from the pool of findings upon which recommendations were formulated. Throughout the analysis process, the evaluation team based its analysis on a triangulation of data from different sources to enable it to come up with sound judgments based on multiple channels of evidence.

Generally, triangulation refers to the use of multiple approaches, methods and sources for data collection and analysis to verify and substantiate data and information. For this evaluation, triangulation was achieved by (i) combining three main methods of data collection (document review, interviews, and surveys), (ii) including different stakeholder groups as key informants for this evaluation, and (iii) evaluator triangulation given that the evaluation team consists of two independent evaluators. Through this triangulation process, the evaluation team was able to develop high quality analysis on which reasoned findings are based. Findings were confirmed and made final only after being triangulated.

LIMITATIONS TO THE EVALUATION

- Remote data collection and unavailability of some stakeholders

The main limitation for this evaluation was that it was being implemented during a pandemic, which means that all data collection was inevitably conducted remotely. In some cases, this posed difficulties as some respondents were not very familiar with the new techniques of online meetings and surveys. Nevertheless, due to the extensive experience possessed by the evaluation team in conducting research using remote methods, interviews with stakeholders went smoothly and responses from beneficiaries were collected clearly and completely. Whenever interviews were disrupted by internet connections or stakeholders' unfamiliarity with remote communication platforms, the evaluation team was able to carry out the conversation through the telephone. Moreover, the online survey was designed in a simple and clear manner to make it easy for respondents to answer the questions and give their feedback.

Nevertheless, the main issue encountered with the process of remote data collection was the unavailability of some stakeholders and beneficiaries. These are presented in the table below:

Table 2: Challenges faced by the use of remote data collection, and mitigation measures

Challenge	Mitigation
Two of the three grant beneficiaries could not be reached after several attempts	The evaluation team relied on the final reports of each of the legal clinics as well as a detailed assessment report conducted by an external consultant on the small grant project in the three clinics.
Most of the donor stakeholders were unresponsive to meeting requests by the project team and evaluation team	The evaluation team managed to speak with the national coordinator of the Qatar National Committee, thereby obtaining a comprehensive response from donor representatives.
The majority of project beneficiaries were unresponsive to the online survey	The evaluation team followed up several times to beneficiaries with personal emails to each, requesting them to kindly fill the online survey, which approximately takes 15 minutes. After these follow up emails, the evaluation team was able to obtain a decent number of clear and complete responses from beneficiaries.

Source: developed by evaluation team based on challenges faced, and measures taken, during data collection

- Overrepresentation of men in law enforcement and government positions

Men tend to outnumber women as criminal justice actors globally, and among Arab countries, this gender gap is even larger. In the list of stakeholders presented in the ToR, around 30.6% are female, and among beneficiaries, the share is less, standing at 26.7%. The voices of women may have therefore gone unheard in this evaluation if a random sampling strategy was utilized for the selection of informants. Instead, the evaluation team employed a purposive and stratified sampling strategy was used in order to reach out to female stakeholders, as well as other marginalized groups, to arrive at a representative analysis of the relevant context for a human rights and gender perspective of the project. The evaluation ended up interviewing six female stakeholders, and collected survey responses from eight women

- Absence of baseline & monitoring data

The evaluation team discovered that there is no baseline or monitoring data for the project. No baseline data was collected. And while the project team indicated that pre and post monitoring questionnaires were distributed to participants in the workshop, monitoring data was held with the implementing partner in Qatar, i.e. the Qatar Foundation for Combating Human Trafficking which was merged with the Qatar Foundation for the Protection of Women and Children and the Protection and the Social Rehabilitation Center in the Protection and Social Rehabilitation. The project team did not have any copies of the data and was not able to retrieve the data from the implementing partner before its merger. In order to address this issue, the evaluation team relied on several other sources of data and information including survey responses, stakeholder conversations, and desk review material.

II. EVALUATION FINDINGS

DESIGN

> **EVALUATION QUESTIONS**:
>
> To what extent was the project design (including associated logframe) conducive to implementation and the achievement of desired results?

The framework of results of the project was found to be logical, with one main objective logically stemming from five outcomes, resulting from two to six outputs per each outcome. The project's activities and outputs were found to be consistent with the project's outcomes and objective. The design of the project also laid out the roles and responsibilities of main project partners, including of QFCHT and LAS, and specified target groups of the project clearly.

However, some issues were noticed in the design of the project. First of all, the design was found to be too ambitious, especially for the time initially allocated for the project. The project intended to implement a large number of activities and achieve a number of results pertaining to legislation, policies, and capacities for a wide variety of targeted groups in a region that was still beginning to understand the concept of human trafficking. A number of different stakeholders including project team members admitted that the design of the project was too ambitious given the realities of the context in the region.

Moreover, there is an overall lack of specificity in the project design. The number of workshops to be implemented, as well as locations and topics, was not specified in the design, leaving much room for discretion during implementation. The geographical scope of the project was not clearly and specifically defined. While 'target groups', 'target countries' and 'target states' were mentioned numerous times throughout the design document, there was no mention of what countries these 'target countries' actually include. During the fieldwork in the evaluation, it was confirmed that the project indeed tried to cover all Arab countries[5], but some countries were inevitably excluded due to their internal challenges related to insecurity and instability. Moreover, the evaluation found that many Arab countries were included in the project, but to varying degrees of involvement.

Furthermore, there is a syntax issue with the project's outcome statements, which are not consistent in their format. For example, the first and third outcomes refer to a situation to be reached while the remaining three outcome statements represent an action. Furthermore, the syntax of the 4th and 5th outcome statements indicate that certain entities will 'work' towards achieving a desired result. Ultimately, an outcome is a result that the project intends to achieve in its targeted areas.

Having said that, the project was found to be a very appropriate mechanism to build the capacity of concerned stakeholders and increase coordination to combat human trafficking. The project was designed to build the capacity of a large group of concerned stakeholders to prevent, prosecute, and adjudicate human trafficking cases whilst protecting the rights of victims of trafficking. It mainly did so through a series of information and training sessions provided to different groups of stakeholders, as well as the establishment of national and regional networks to combat human trafficking.

Almost all stakeholders interviewed during the fieldwork agreed that the project was the most suitable way to increase the knowledge and capacity of stakeholders on various issues relating to human trafficking. Regarding beneficiaries, 80% of survey respondents believed that the intervention they received was the best

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5 Arab countries include: Algeria, Bahrain, Comoros, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Somalia, Sudan, Syria, Tunisia, United Arab Emirates, and Yemen.

tool to raise their capacities. For the other 20%, they believed that the tools could have been more effective if more practical cases and fieldwork was involved.

Another main positive feature of the design was its focus on partnerships and working collaboratively to contribute to the project's outcomes. As will be illustrated in later sections, the project's partnerships were pivotal during implementation. For example, the partnership with LAS has helped the project provide a much needed political cover through which more Arab countries joined the project's activities.

The design was done in collaboration with the donor and beneficiary counterpart. In the case of this project, the donor and the main recipient state, are one in the same, which had some advantages such as a common understanding, and transparency in expressing needs. On the other hand, the main disadvantage with this set up was that the project risked becoming influenced by political changes in the donor/recipient state. Moreover, initial consultations involved diplomatic channels which meant that not all stakeholders of the concerned countries were involved and aware of the project.

These issues, inherent in the design of the project, led to some delays and obstacles during implementation but the flexibility of the design and the extra time allocated to the project during implementation helped overcome challenges through a process of adaptive management.

SUMMARY - DESIGN

While the project's framework of results was sound and logical, the project's outcomes were found to be not specific enough and the overall project scope too ambitious, especially for the 3-year period allotted for implementation. The design was done in collaboration with the donor, which is the same as the main recipient state in the context of this project, offering both advantages and disadvantage for implementation. Ultimately, the design was considered to be a good tool to build capacities and raise awareness, but certain design issues led to some obstacles during implementation.

RELEVANCE

EVALUATION QUESTIONS:

- To what extent was the development of the project based on an adequate analysis of the needs and priorities of the target group?
- To what extent are the outputs, outcomes, and objectives of this project/programme in line with UNODC's programmes and frameworks and with the SDGs?
- To what extent was the project responsive to the identified needs of target groups during implementation?

The development of the project was based on a needs assessment that was carried out through four different inputs[6]. The idea and concept of the project was based on the Doha Foundation Forum 2010, a regional conference aimed at consulting and exchanging views from relevant stakeholders in the MENA region and building political consensus for future regional action against human trafficking.

The development of the project was then based on follow up bilateral meetings as well as state responses to human trafficking in the Arab region, obtained through national capacity assessment questionnaires developed by the Qatar Foundation, which was sent to targeted states through the traditional diplomatic channels. The UNODC Global Report on Trafficking in Persons was also used as a main reference in the development of the project, as it contains compiled data from 155 countries, including the MENA region,

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[6] Four inputs identified in subsequent sentences, including: (i) Doha Forum, (ii) Bilateral meetings, (iii) State responses to surveys, and (iv) UNODC's Global Report

offering the first global assessment of the scope of human trafficking. Through these tools, five main shortcomings in the target states' response to human trafficking were identified, based on which the project was ultimately developed.

Overall, the project's activities were formulated based on these needs assessments done prior to the beginning of the project. The following table was prepared by the evaluation team to display how the identified shortcomings correspond with the intended outcomes resulting from the project.

Table 3: Identified shortcomings and designed outcomes

Identified Shortcomings	Relevant Outcomes
Inadequate anti-trafficking legislation	Outcome 2: Target countries increase compliance of domestic legislation with the Trafficking in Persons Protocol and in accordance with the relevant Human Rights legal instruments.
Lack of institutional capacity to effectively prevent, investigate and adjudicate human trafficking cases	Outcome 3: Criminal justice actors in target countries more effective in handling cases of human trafficking, including through international cooperation
Limited identification, referral, protection and assistance to victims of trafficking	Outcome 4: Criminal justice actors and victim service providers work to establish an improve victim protection schemes through enhanced cooperation
Insufficient awareness on the crime of human trafficking among media and the academia	Outcome 5. Media and educational institutions work to raise awareness of the dangers and criminal nature of human trafficking.
Ineffective Civil Society Organisations	

Source: Developed by the evaluation team based on project design documents

According to participants, almost all survey respondents indicated that the intervention they received was either very useful (50%) or somewhat useful (45%) to their needs and their careers.

However, and as mentioned earlier, the administration of the survey through diplomatic channels prior to the project design, coupled with a lack of awareness by states on this topic at the time, meant that the voices of some stakeholder groups were not taken into account in the design process. However, the project team remedied this through obtaining feedback from the workshop itself before the start of each activity. Through this way, the project was responsive to the identified needs of target groups during implementation.

Nevertheless, it is worth noting here that the project team developed some ideas from this process during implementation to try and amend the design, but they were not endorsed by the donor. So, while the project team was adaptive in its responsiveness during implementation, the project itself had less flexibility in being responsive to the identified needs of target groups during implementation.

Having said that, the project was found to be overall very relevant to the needs of the region and practitioners in the field of human trafficking. According to all interviewed stakeholders, there was a dire need in the region and its countries for this kind of project, as the awareness and knowledge of human trafficking at that time was very marginal. Participant of the various activities also agreed on the relevance of the project.

Targeted groups were composed of a wide variety of stakeholders related to human trafficking. These included legal professionals (i.e. parliamentarians, judges and prosecutors), law enforcement officials (i.e.

police), employees of Ministries of Labour and Social Affairs, relevant CSOs[7], educational institutions[8], journalists and media, border control officials and customs, and the Eswaa Shelters for Women and Children.

The project was found to be very relevant to the UNODC's strategies and frameworks. The project forms part of the Regional Programme of the UNODC Regional Office for the Middle East and North Africa (ROMENA). The results framework of the project fitted within the framework of the UNODC Regional Programme on Drug Control, Crime Prevention, and Criminal Justice Reform in the Arab States, 2011-2015, and was also in line with the overall UNODC strategy to promote the ratification and implementation of the Trafficking in Persons Protocol and to address in particular the crime related dimension of human trafficking. In addition, the projects complemented UNODC's Regional Programme for the Arab States 2011-2015. Furthermore, the approach of the project was consistent with the overall approach used in other UNODC projects relating to human trafficking in terms of basing the design on three pillars: (i) capacity building, (ii) legislation, and (iii) policy.

The project was designed initially to also be in line with the MDGs, specifically in the area of human security, as the project aimed to strengthen the capacity of target states in establishing comprehensive and effective responses to the crime of human trafficking. During the project period, and with the adoption of the SDGs in 2015, the project team realigned the project's framework with the SDGs. In specific, the project was found to be very relevant to the SDGs number 5, 8, and 16. The below table summarizes this alignment between the project and the relevant SDGs.

Table 4: The project's relevance to SDGs

Relevant SDGs and Target	How was the project relevant
SDG5: Achieve gender equality and empower all women and girls Target 5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation	Since the majority of human trafficking victims are women and girls, the project contributed to achieving gender equality and empowerment of women and girls, through building the capacities of actors that are working to eliminate different forms of human trafficking of women and girls.
SDG8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Target 8.7: Take immediate and effective measures to eradicate forced labour and end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.	As the majority of human trafficking cases in the Arab world involve forced labour, the project was very much in line with goal and the specific target of taking measures to eradicate forced labour.
SDG16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Target 16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children	The capacity building components of this project and the creation of national and regional networks were very relevant to this SDG, as they helped build institutions combating human trafficking.

Source: Developed by evaluation team based on review of relevant SDGs and project documents

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[7] Including the Dubai Funds for Women and Children, the Emirates Human Rights Association, the Association Democratique des Femmes du Maroc, Caritas Lebanon Migrant Center

[8] Including Qatar University, Islamic University of Gaza, Beirut Arab University, Assiut University, Aliraqia University, Amman Arab University, Marrakech University

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SUMMARY - RELEVANCE

Overall, the project was very relevant to the needs of the region. The development of the project was based on a needs assessment that was carried out through a number of different channels identifying shortcomings to combating human trafficking in the Arab World and formulating appropriate intended outcomes to address these shortcomings. While the project team was adaptive in its responsiveness during implementation, the project itself had less flexibility in being responsive to the arising needs of target groups during implementation. The project was found to be very relevant to the UNODC's strategies and frameworks, as well as with the SDGs.
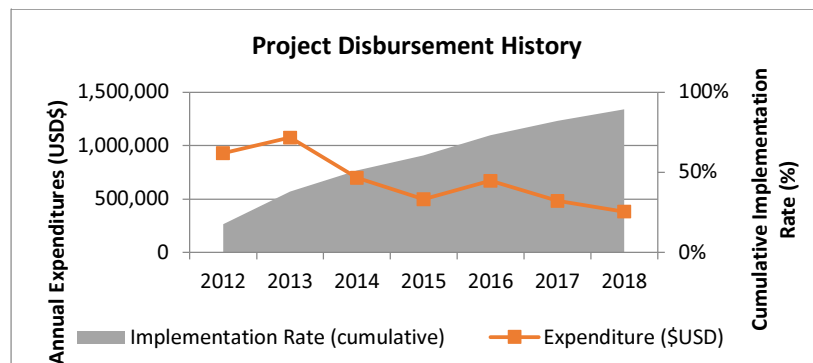
EFFICIENCY

EVALUATION QUESTIONS:

- To what extent was the project efficiently managed, monitored and implemented?
- To what extent was an efficient coordination, communication and knowledge exchange mechanism between implementing partners and the project management created, used, and maintained throughout the implementation of the project?

A number of different exogenous and endogenous factors have adversely affected the efficiency of the project, especially in the latter part of implementation (i.e. following the 1st two years of implementation). As the adjacent chart shows, the rate of implementation dropped significantly following 2013. This section chronologically describes the factors that led to the slowdown in implementation rates, and the numerous project extensions requested throughout the project cycle. Ultimately, the project actually took almost triple the time originally allocated for its activities.

Figure 2: Project disbursement history (Source: developed by Evaluation team based on project documents)

First of all, and as mentioned in the preceding section, the design of the project was very ambitious to be implemented with the allocated resources, and the limited specificity in the design made it difficult to plan during implementation. Even if they were no challenges encountered by the project, it would have been a challenge to complete all planned activities in the 3-year allocated time period, as indicated by a number of different stakeholders.

The project faced some challenges during the beginning of implementation, with the departure of the project manager only after almost seven months from the start of the project. As was stated by different stakeholders inside the UNODC, this left a gap in project management from the outset. In order to move forward and begin with the activities, the project ended up distributing the project manager's role among various members of the project team.

The project was able to implement a large share of activities in 2012 and 2013, suggesting that future implementation issues were more caused by factors exogenous to the project. In fact, a total of 24 activities were implemented in 2012 and 2013, more than the remaining activities conducted in the following three

years. The team proved to be proactive and managed to stay on top of schedule during this time, which contributed to an efficient use of funds.

Following successful and efficient implementation in 2013, the project's efficiency and implementation dropped significantly. This was mainly due to the high turnover rate in the main implementing partner of the project which changed multiple times throughout the duration of the project. This severely disrupted implementation in the latter years of the project, as the project team was coping with changing implementing partners. The project buy-in had to be gained every time the partner changed.

Table 5: Number of project activities (Source: developed by Evaluation team based on project documents)

Ultimately, the team managed to continue the project's activities, albeit with a slower momentum. Some activities had to be amended during this time, as mentioned earlier, in order to facilitate implementation during those difficult times in the region.

The biggest shortcoming of the project was the absence of any baseline and monitoring data. While the project team confirmed that pre and post assessment questionnaires were distributed to participants in the project's activities, none of the data could be retrieved for this evaluation due to the fact that the data was held by the implementing partner that got merged, and there was no real hand-over between implementing partners in the host state. The UNODC had none of this data and no copies of it. According to survey respondents who participated in the various events, only 36.8% indicated that they were requested to fill a survey before the workshop while 73.7% indicated that they were requested to do so after the workshop.

Monitoring models suggested in the design of the project were not implemented, and no agency was clearly tasked with the primary responsibility of collecting monitoring data. The monitoring plan in the project design included an annual assessment of national coalition activities, and another annual assessment on overall capacity building programs. No such assessments were made during the project lifetime. The only available monitoring outputs of the project included annual progress reports, narrative reports, and brief presentations of the projects' achievements. For example, there was no document that contained information on all of the activities; this had to be complied by the evaluation team during the fieldwork and subsequent analysis. The absence of proper monitoring and documentation may be partly attributed to the absence of one designated project manager at the time.

Other factors that influenced the efficiency of the project include the use of the UMOJA system and the COVID 19 pandemic. The UMOJA system led to slight delays as it took time for stakeholders to learn and apply the system, including from inside and outside of the UNODC. The reason behind the slight delays was that stakeholders were learning the system as they were using it, which consumed some additional administrative times.

It is worth highlighting here that the activities themselves were found to be efficient in logistical matters. 89% of survey respondents who participated in the activities, said that the workshops were organised in an appropriate way and 55% said that the activities were conducted fully on schedule.
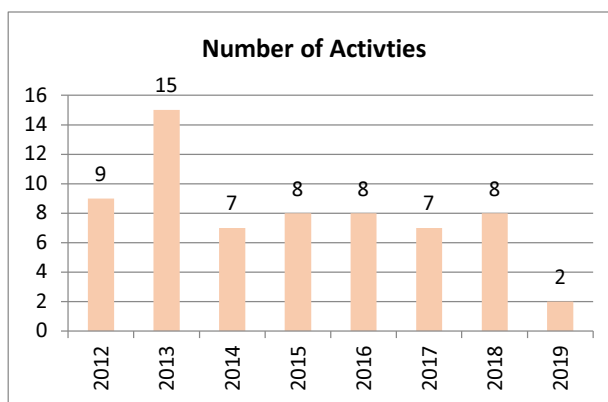
SUMMARY – EFFICIENCY

The efficiency of the project was adversely affected by a number of endogenous and exogenous factors affecting implementation. Factors included an ambitious design, the absence of one designated project manager, the implementation of the UMOJA system, the lack of proper baseline and monitoring data and documentation. Externally, factors included a turnover in the project's main implementing partner as well as challenges in getting all targeted countries involved.
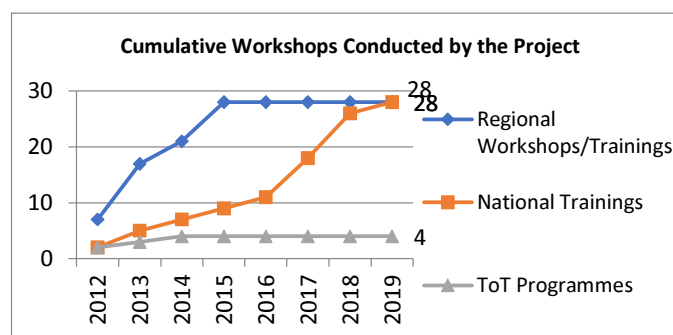

EFFECTIVENESS

EVALUATION QUESTIONS:

- To what extent did the project implement its planned activities and achieve its intended results?
- To what extent did the project cooperate with other potential partners (including UN agencies, CSOs, academia, etc...) to achieve its results and contribute to the achievement of the SDGs?

The challenges that were faced by the project forced some changes on the activities of the project, whereas results were maintained as is from the design phase. The main changes to the project's logical framework included (i) the deletion of output 3.1 and its activities, as well as a re-profiling of a few outputs and a discontinuation, amendment and addition of activities.

The evaluation found that overall implementation did not go according to plan, due to the many factors mentioned under the 'efficiency' criteria, including the absence of one designated project manager. Originally, the project design had envisioned a three-pronged approach to implementation corresponding to the three years of implementation and three geographical regions (implementation in Qatar in year 1, in the GCC countries in year 2, and the remainder of Arab countries in year 3). Instead, actual implementation did not follow any particular plan with this regard. The low degree of specificity in the design of the project, and its unusual sequence meant that the degree of benefits accrued varied substantially from one country to another, as was verified from the field work for this evaluation. As an example, the majority of activities took place in GCC countries. The adjacent table illustrates the cumulative number of workshops and trainings organized by the project over its 8 years of implementation.

Table 6: Number of cumulative workshops conducted by project (Source: developed by Evaluation team based on project documents)

Moreover, as the table in annex 5 shows, there are some activities and an output that remained to be part of the project after the project revisions but were not implemented. These include the awareness raising campaign and its associated activities, as well as a number of studies that were not carried out[9]. But through a process of adaptive management, and the extra time allotted by the multiple project extensions, the project was able to implement many of its planned activities, thereby contributing to the project's intended results, embodied by its main five outcomes. The table below illustrates these activities and their contribution to each of the project outcomes.

Table 7: Contribution of project activities to project outcomes

Project Outcome	Contributions to achievement of outcome
An Arab Regional Partnership for combating human trafficking operational	• Arab Network against Trafficking in Persons • Support Mechanism for victims of human trafficking in GCC • Database of regional and national experts and practitioners
Target countries increase compliance of domestic legislation with the trafficking in Persons Protocol and in accordance with	• Report on human trafficking legislation in the Arab World. • Higher Capacities of legal professionals in the field

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[9] Examples of the planned studies that were not carried out include a country assessment on the current status of existing victim support providers schemes and frameworks in all target countries, and an assessment on existing human rights curricula of selected universities and other educational institutions in target countries.

relevant human rights and legal instruments	• Small grants administered to three legal clinics to raise awareness and provide free legal aid for trafficking in persons victims. • Anti-trafficking curricula (legal)
Criminal justice actors in target countries more effective in handling cases of human trafficking, including through international cooperation	• 19 regional and one national trainings and workshops in the field of human trafficking, with a total of 660 participants • 4 ToT programmes benefitting a total of 95 participants. • Training manual for human trafficking • National anti-human trafficking networks in a number of countries • national referral mechanism for victims of human trafficking.
Criminal justice actors and victim service providers work to establish and improve victim protection schemes through enhanced cooperation	
Media and educational institutions work to raise awareness of the dangers and criminal nature of human trafficking	• Small grants administered to three legal clinics to raise awareness and provide free legal aid for trafficking in persons victims. • Anti-trafficking curricula (legal) • human trafficking toolkit for journalists

Source: developed by evaluation team based on analysis

As can be seen from the above table, a number of the project's activities actually contribute to more than one outcome, thereby indicating a comprehensive approach taken by the program in raising awareness, knowledge and capacities of different types of stakeholders in human trafficking. In fact, the comprehensiveness of the project's approach as well as its targeted groups has greatly facilitated the contribution of the project's activities to its results.

However, one component of the above activities was found to be not in harmony with the rest of the project, mainly because it was not part of the original design. The small grants facility implemented by the project to 3 legal clinics in Lebanon, Palestine, and Qatar, operated on a different methodology than the rest of the activities. Implementation of this part of the project took double the intended time and faced many challenges, mainly due to lack of careful consideration of the process, whereby the delay could have been partially mitigated by carrying out a pre assessment of the feasibility of the activity and its overall integration with other activities of the project, as well as assessing the institutional capacity of implementers.

The capacity building activities were found to be effective in raising the awareness and knowledge of various stakeholders, by providing them with the proper information and tools. The quality of trainings was rated at an average of 7.5 out of 10 among survey respondents who participated in the project's activities. Most participants indicated their satisfaction and pointed towards the effectiveness of these activities in building their capacities in the field of human trafficking. Over 84% said that the quality and method of training were of high quality throughout the duration of the activities, and that the training content was attractive and interactive.

Over 80% indicated that they benefitted from workshops in their professional careers. When asked to provide examples, responses included:

- "it allowed for a better understanding of the concept of human trafficking" Head of Anti-trafficking Unit
- "Now, I am able to use the correct and appropriate terms when presenting a journalist piece" Journalist
- "I now have a deeper understanding of the legal context in different countries" CSO Manager

Around 84% indicated that they applied the trainings they received during participating in the project's activities to their work and has enabled them to become more effective in dealing with cases of human trafficking. When asked to provide examples of how, responses included:

- "the way of investigation and interviewing, and understanding indicators" Criminal Justice Actor
- "correcting the concepts and definitions used in journalistic pieces and choosing the appropriate words when writing in any topic in this field" Journalist
- " it helped criminal justice actors in my country to maintain secrecy of the respondents' name"
- "it helped us develop a national referral mechanism" Director of Government Department

The aspect of the project that added the most value according to participants and stakeholders was its regional nature encompassing many Arab countries. This allowed participants to engage in exciting peer review discussions and learn from one another's experiences. In other words, the project provided a platform through which stakeholders in the fight against human trafficking could come together, learn from one another, and share success stories and lessons learned. As one participant put it, *"The highest value I got was from real-life case studies presented by other countries"*

According to some stakeholders and a few participants however, the profile of participants did not always match the profile required or targeted by the capacity building program. While it is always challenging to involve the right person in the right training, a lack of proper identification and targeting of participants lessens the effectiveness of capacity building programs, pointing towards the absence of one designated project manager throughout the duration of the project. Many participants highlighted a further need for more practical training in the field through various live case studies.

The aforementioned workshops that took place on the national and regional levels, coupled with the creation of regional and national networks on combating human trafficking[10], have strongly contributed to the work of criminal justice actors, as well as Media, on issues related to human trafficking through increased national and regional cooperation.

The project was especially effective in the partnerships it forged during the project cycle. As one team member put it, *"without the umbrella of LAS, we would have faced many challenges"* indicating that the partnership with the League of Arab States was pivotal to the success of the project. The project's partnership with LAS proved especially useful in involving Arab states, outside of the GCC, in the project and its activities. The project managed to ultimately involve participants from 21 Arab countries[11] with the support of the political umbrella of LAS. In addition, the project supported the Anti-Human Trafficking Coordination Unit of the LAS as part of this partnership, thereby strengthening other regional efforts in combating human trafficking.

Even before the merger affecting the main implementing partner of the project, QFCHT, the project managed to forge a strong partnership with the foundation, which enabled the project to implement a large number of activities during the 1st and 2nd years of the project. Unfortunately, however, the capacity building provided to the Foundation could not be utilized in the implementation of the project as the QFCHT was merged with another institution and no hand overtook place for subsequent implementing partners.

In addition, UNODC internal cooperation and coordination was effective in moving implementation forward at different parts of the project. Strong cooperation between OGCCR in Abu Dhabi, ROMENA in Cairo and the Human Trafficking and Migrant Smuggling Section at UNODC HQ in Vienna contributed to the overall success of the project and the overcoming of obstacles. The cooperation with the Human Trafficking and Migrant Smuggling Section at HQ helped supply the project with a constant flow of expertise at a time when there was a deficit in local expertise in the field of human trafficking. HQ also contributed to reviewing legislation and products coming out of the region. The partnership with ROMENA helped the project strengthen and cement its partnership with the league of Arab states as well as

Figure 3: Map of UNODC offices that collaborated on project (source: developed by evaluation team)

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10 In addition to the Regional Arab Network to Combat Human Trafficking, the evaluation has found evidence that the project supported the establishment of national networks to combat human trafficking in each of Algeria, Bahrain, Egypt, Qatar, Saudi Arabia, and the United Arab Emirates.

11 Arab countries include: Algeria, Bahrain, Comoros, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Somalia, Sudan, Tunisia, United Arab Emirates, and Yemen.

strengthening the management capacity of the project. Through this internal cooperation, UNODC was able to work as a collective whole, combining international expertise and local contexts.

This project's partnerships and collaborations strengthened the project's contribution to the achievement of the SDGs. In specific, and as mentioned earlier, the project directly contributed to SDG5 target 5.2, SDG8 target 8.7, and SDG16, target 16.2.

While the analysis above illustrates the effectiveness of the project in contributing towards its outcomes, the indicated achieved results and even conducted activities cannot be attributed to this project alone. XAMX59 shared its overall framework and sequence of results with another project implemented by ROMENA, entitled "Strengthening the Framework of the Arab Region to Prevent and Combat Human Trafficking and Migrant Smuggling" (XMEX19). Both projects share similar outcomes and activities, for instance a legislative workshop to combat trafficking in persons in Yemen implemented in Yemen in 2013. Each of the projects attributed the activity as its own. Such an overlap between two projects implemented by the same institution in the same region made it difficult to attribute activities and results to each of the projects.

SUMMARY – EFFECTIVENESS

The formation of strong partnerships in the project, both within UNODC and between UNODC and LAS, strongly contributed to increasing the effectiveness of the project and its contribution to the SDGs. But a wide overlap between this project and the framework of another project (XMEX19) made it difficult to attribute activities and results to each of the projects. The absence of one designated project manager throughout the duration of implementation limited the planning capacity of the project, and thus overall performance. Nevertheless, the project was found to be partially effective in implementing many of its activities and contributing to its outcomes.

IMPACT

EVALUATION QUESTIONS:

What are the intended or unintended, positive or negative changes to which the project has contributed to?

The project contributed to real actual changes in regional and national policies and capacities, and in the overall efforts being put to combat human trafficking among different countries in the region. With regards to capacities, most participants greatly benefitted from the workshops attended and indicated that they had been applying what they learned in their own careers, as indicated in the preceding section. The overall impact that the project contributed to is the development of skills of workers in the field of human trafficking. According to the project team, it was very difficult in the beginning of the project to find relative expertise in this topic, but there is now a database of experts across different fields in anti-human trafficking. According to many stakeholders, this is one of the biggest impacts resulting from the project.

In terms of policies, the project also contributed to positive and lasting impacts. The formulation and endorsement of a regional policy framework, led to policy reforms on a national level across the various countries, indicating a positive lasting impact. Almost 70% of surveyed participants indicated that the project was able to improve protection plans in their countries. For example, the project supported the development of a National Referral Mechanisms for the Kingdom of Bahrain, which was adapted as a model for other GCC countries. It also did so in other countries such as Tunisia. In the UAE, a Trafficking in Persons annual report was produced by the National Committee to Combat Human Trafficking Crimes, which the project had helped to establish. Furthermore, most GCC countries had begun reforming their migrant work permit system, the Kafala system, and the project had a major contribution to this positive impact.

In terms of legislation, many Arab countries recently instituted new legislation or reformed older ones to facilitate the fight against human trafficking and enable the criminalization of activities linked to human trafficking in any way. The project contributed to the enactment or reform in anti-trafficking domestic legislations across different Arab countries. According to a stakeholder in Tunisia, the project strongly contributed to the development of an anti-trafficking law in Tunisia, which set the grounds for institutional development with this regard.

With regard to the small grant facility administered by the project, the main impact was observed coming from Gaza through the provision of legal counselling, representation and mediation to a total of 10 prisoners and their families.

All this points towards an overall positive impact that the project had in developing the capacities and policies of various countries across the region. According to the project team, a main indication of this impact was the improvement in the performance of many Arab countries in the US Department of State's Trafficking in Persons Report which places different countries in 4 tiers according to how much they are developed in the field of combating human trafficking (i.e. how much they comply with standards outlined in the Trafficking Victims Protection Act[12]. In fact, further research showed an improvement in a number of countries, including Bahrain, which moved to tier 1 in 2018 becoming the first Arab country to be in that group[13]. The following table illustrates the tier ranking of each Arab country included in the US State Department assessment over the 9-year period of the project's implementation[14]. Countries which showed improvements are highlighted in green.

Table 8: Arab Countries' Tier Ranking During Project Implementation Period

Arab Countries' Tier Rankings During Project Implementation Period								
	2013	2014	2015	2016	2017	2018	2019	2020
Bahrain	2WL	2WL	2	2	2	1	1	1
Djibouti	2WL	2WL	2WL	3	2WL	2	2	2
Egypt	2	2	2WL	2	2	2	2	2
Iraq	2	2	2	2	2WL	2WL	2WL	2
Jordan	2	2	2	2	2	2	2	2WL
Kuwait	3	3	3	2WL	2WL	2WL	2	2
Lebanon	2WL	2WL	2WL	2	2	2	2	2
Mauritania	3	3	3	3	3	3	3	2WL
Morocco	2WL	2WL	2	2	2	2	2	2
Oman	2	2	2	2WL	2WL	2	2	2
Qatar	2	2WL	2WL	2WL	2	2	2	2
Saudi Arabia	3	3	2WL	2WL	2WL	2WL	3	2WL
Sudan	3	2WL	2WL	3	3	2WL	2WL	2WL
Tunisia	2WL	2WL	2WL	2WL	2	2	2	2
UAE	2	2	2	2	2	2	2	2
Source: Compiled by evaluation team using data from: US Department of State (2020) "Trafficking in Persons Report 20th Edition"								

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12 The Trafficking Victims Protection Act of 2000, as amended, provides the tools to combat trafficking in persons both worldwide and domestically. The law provides a three-pronged approach that includes prevention, protection, and prosecution. For more information, please see the US Department of State's "Trafficking in Persons Report"

13 US Department of State (2020) " Trafficking in Persons Report: 20th Edition"

14 In the table, 2WL refers to Tier 2 watchlist countries whose government do not fully comply with the required minimum standards but are making significant efforts to bring themselves with those standards.

Overall, 9 out of the 15 Arab countries (as shown highlighted in green in the table above) included in the assessment showed improvement over the 8-year period between 2013 and 2020. The Arab Initiative contributed to this positive impact over the years. All assessed Arab countries are now either at Tier 2 or Tier 2 watchlist, with the exception of Bahrain having achieved Tier 1 ranking in 2018. Two Arab countries were able to move fully from one tier to the next, including Bahrain and Kuwait. Moreover, four countries have been removed from the Tier 2 watchlist and transitioned fully onto Tier 2, indicating that they met the minimum requirements for that Tier after significant efforts.

In order to further illustrate the positive impact that this project contributed to, the below table illustrates the increase in the number of detected human trafficking victims among Arab countries.

Table 9: Number of detected trafficking victims in Arab countries

Detected Trafficking Victims in Arab Countries						
	2012	2013	2014	2015	2016	2017
Algeria	-	-	1	2	32	28
Bahrain	20	143	96	27	38	33
Egypt	31	46	116	72	81	38
Jordan	24	81	19	26	35	14
Kuwait	-	-	-	7	6	5
Lebanon	19	26	33	19	87	57
Morocco	-	-	-	-	-	11
Oman	-	4	1	27	38	33
Qatar	-	-	-	-	-	-
Tunisia	87	-	-	-	134	195
UAE	75	24	20	17	34	-
Source: Compiled by evaluation team using data from: UNODC - Detected Trafficking Victims						

Data collection in this evaluation uncovered real live examples of how this project contributed to enhanced capacities in the fight against human trafficking. According to a criminal justice actor interviewed for this evaluation, the project allowed for increased international cooperation in this field. A successful joint operation was conducted by the relevant personnel in Jordan and Egypt on a large organ theft gang that operated across borders in both Jordan and Egypt. "Close coordination between personnel from both sides could not have happened without the project, as we did not know each other before". Another case was regarding a Jordanian woman who was housed in a shelter in Dubai and accused of prostitution. The enhanced knowledge gained by actors in this field allowed for coordination between the relevant authorities in both countries to get her back to a social shelter in Jordan, being treated as a victim of human trafficking rather than a criminal. Another criminal justice actor said that the project has enabled actors in this field "to better understand how to deal with different cases of human trafficking". According to most stakeholders interviewed, the main impact of the project was an overall greater awareness and understanding of the concept of human trafficking from stakeholders from across the Arab World.

> ### SUMMARY – IMPACT
>
> The project contributed to real actual changes in regional and national policies and capacities, and in the overall efforts being put to combat human trafficking among different countries in the region. The project directly resulted in the detection of real human trafficking cases, prosecution of criminals, and protection of victims. The majority of the region's countries now perform better overall in this field than when the project began, supported by better national policy and legal frameworks as well as a higher rate of detection of trafficking cases, as illustrated in international human trafficking reports.

SUSTAINABILITY

> ### EVALUATION QUESTIONS:
>
> To what extent are the benefits generated through the project likely to be sustained after the end of the project?

The project embodied many elements of sustainability. The project's work on legislation and policy contributed to lasting changes experienced by a number of countries. For example, the National Referral Mechanism developed by Bahrain and supported by the project was replicated in other GCC countries. Upon discussion with the relevant stakeholders, these referral mechanisms that were endorsed in both Bahrain and the UAE during the life of the project, will continue to be updated and utilized after the completion of the project. Moreover, the development and endorsement of an anti-human trafficking law in Tunisia paved the way for the institutional development of anti-human trafficking efforts. Such work on legislations and policies will continue to have a lasting positive impact in the future.

The other main feature of sustainability of the project was its work on building and developing human resources in the field of human trafficking. Arab professionals in this field now have enhanced knowledge and understanding of the various issues surrounding human trafficking which would help them better perform their role. Moreover, criminal justice actors and service providers now have access to different tools and resources on this topic.

The ToT implemented by the project proved to be quite sustainable where graduates from the ToTs are now providing training services to others on a national and even regional scale. Experts who received ToT from across different countries in the region explained how they have been holding various national training courses nationally, with some being recruited on a regional level by international organisations to hold regional-level training. Overall, the project produced 26 certified experts under the implemented ToT.

Related to the above is the establishment of national anti-trafficking networks in some of the region's countries as well as a regional network to combat human trafficking[15]. This laid the ground for future work in the field of human trafficking, as the structure is now there and operating. The choice of having a diversified group of members in these networks, and not limiting membership to government officials, enhances its sustainability.

Moreover, the development of knowledge products further strengthens the sustainability of the project's results, as such tools will indeed be utilized in the coming future. Wide adoption of the model of Bahrain's national referral mechanism by other countries is proof of the strong sustainability of the project's support. Moreover, the knowledge products developed by the project, such as the regional legal assessment, will continue to act as a reference for all practitioners in the field.

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15 In addition to the Regional Arab Network to Combat Human Trafficking, the evaluation has found evidence that the project supported the establishment of national networks to combat human trafficking in each of Algeria, Bahrain, Egypt, Qatar, Saudi Arabia, and the United Arab Emirates.

It is worth noting here that the support provided to LAS by the project and the close partnership established with this main regional political body, helped enhance the sustainability of the project's results. The project team were committed to this and other partnerships in the project, despite various obstacles. For example, there was a high degree of turnover in LAS' relevant personnel throughout the duration of the project, so the project team made sure to always reintroduce the project and build a relationship with the new personnel.

The main setback of the project in terms of sustaining its results is the absence of a clear exit plan or sustainability strategy. The design of the project contained no such plan, neither did any follow up occur during implementation. The turnover in and change of the counterpart implementing partner meant a difficulty in the handing over process, especially an absence of an implementing partner in the final two years of the project. The absence of one designated project manager is believed to have contributed to the lack of planning for an exit plan for the project.

SUMMARY – SUSTAINABILITY

Through its work on building capacities, contributing to policy change, developing toolkits and manuals, and establishing regional and national networks, the project was able to contribute to sustainable results, which will continue after the completion of the project. The close partnership with LAS will help further sustain the project's results given its institutional nature. Nevertheless, the project had no clear exit plan or strategy to enhance sustainability of results.

HUMAN RIGHTS, GENDER EQUALITY AND LEAVING NO ONE BEHIND

EVALUATION QUESTIONS:

To what extent were human rights, and gender considerations, including the rights of the vulnerable, addressed in the project design and implementation?

HUMAN RIGHTS

All human rights were respected during the implementation of the project, and no discrimination of any kind was reported during the project. All interviewed stakeholders indicated that human rights were respected throughout the implementation of the program, and 95% of surveyed participants indicated that they did not experience any discriminatory practices in their participation in the project's activities.[16] Half of survey respondents indicated that they were aware of a mechanism through which they can report any discriminatory practices observed during the project's activities.

Moreover, all of the project's activities and impacts contributed to the upholding of human rights. And since human trafficking is considered to be a major human rights violation, the project's core objectives sought to protect human rights from the illegal acts of human trafficking. The project worked on improving mechanisms and policies, as well as build capacities for the proper identification of and services to victims thereby ensuring a victim-centred and human rights approach in the project.

GENDER EQUALITY

Despite the scarcity of females among most of the target groups of the project, the project team sought to always identify and include female wherever possible. While this remained difficult due to the scope of the field in the region, the project managed to reach a 40% female attendance rate in some activities according

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[16] The remaining 5% did not answer the question.

to the project team. For example, female judges from Iraq, Tunisia, and Morocco were very much involved in the project and participated in consecutive activities. And even if gender balance was non-existent in some government counterparts, the project team made sure to select women from various fields to benefit from the activities. Unfortunately, the absence of project monitoring and documentation limited the extent to which gender representation could be determined. Nevertheless, over 94% of survey respondents believed that women were adequately represented among participants; and all of the female respondents indicated that they did not face any discriminatory practices during their participation in the project.

As women are particularly vulnerable to human trafficking, the initiative contributed to gender equality and women empowerment by strengthening the rights and position of the victims during the investigations and prosecutions by authorities. As the 'impact' section showed, a human trafficking case involving a woman was one of the many actual cases that benefitted from this project.

However, some observations were made by the assessment on the small grant facility administered by the project. The gender of implementing personnel and presumed trafficked persons was not captured in the application nor in the final evaluation of the proposals.

LEAVING NO ONE BEHIND

Combating human trafficking lies at the core of the UN's principle of 'leaving no one behind', as it contributes to protecting the most vulnerable and most disadvantaged groups and communities. Therefore, the outcomes of this project, all fall under the protection of vulnerable individuals. Relevant legislation, enhanced policies, national referral mechanisms, and enhanced capacities strongly contributed to the UN's principle of Leaving No One Behind.

Moreover, and as the impact section has shown, the project contributed to the detection of actual human trafficking in a clear commitment to the 'leaving no one behind' principle. However, the lack of involvement of a couple of conflict-ridden countries in the region, meant that conflict zones were left behind from the project's activities. Despite genuine efforts by the project team to involve all countries of the region and leave no one behind, obstructive internal challenges related to the instability in a few countries did not allow them to participate.

SUMMARY – HUMAN RIGHTS, GENDER EQUALITY AND LEAVING NO ONE BEHIND

Since human trafficking is considered to be a major human rights violation impacting the most vulnerable groups, including women and girls, this project was positioned at the core of the principles of human rights, leaving no one behind, and gender equality. Human rights were respected throughout the duration of the project and no discrimination was reported. The project adhered strongly to the principle of leaving no one behind, despite the absence of a few countries in the region from the project's activities. Gender equality was strived to be achieved among the participants of the project's different activities but could not be fully achieved given the dominance of males in this sector in the region.

III. CONCLUSIONS

The project has contributed to a tremendous impact on the fight against human trafficking in the Arab region. Before the beginning of the project, many countries in the region denied the existence of the problem and had little understanding of what human trafficking actually meant and what it entailed. Now however, countries have relevant legislations in place, enhanced capacities, tools, and are working on policies that address human trafficking in its various forms. The project has contributed to solving real cross-border cases in the region, and to enhancing the policy and legislative environment in the targeted countries. However, the extent of this contribution was difficult to attribute to the project given the existence of another very similar project also conducted in the region during the same timeframe.

A major success factor in the project has been the strong partnerships forged among UNODC offices (OGCCR in Abu Dhabi, ROMENA in Cairo, and the Human Trafficking and Migrant Smuggling Section at UNODC HQ) and between UNODC and LAS. UNODC's internal cooperation between its various offices enabled the supply of expertise in human trafficking at the beginning of the project, which was direly needed as the region lacked adequate expertise in this field. These partnerships have strongly contributed to increasing the effectiveness of the project and its contribution to the SDGs. Without such partnerships, it would have been difficult for the project to continue and navigate the difficult contexts during its implementation period.

While the project was found to be partially effective in implementing its activities and contributing to its outcomes, it was not efficient in doing so. The project effectively implemented many of its activities through a process of adaptive management, but a few activities could not be conducted including an awareness campaign and its associated activities as well as a number of planned studies[17]. The absence of one designated project manager throughout the duration of implementation has limited the planning capacity of the project, and thus overall performance. Factors external to the project also led to significant challenges during implementation, especially in terms of a turnover in the main implementing partner. In terms of the implemented activities of building capacities, supporting policy and legislation reforms, and administering small grants to legal clinics, the project was most effective in its capacity building component (workshops and trainings) but least effective in the small grants component. Overall, the comprehensiveness of the project's approach (i.e. raising awareness, building capacities, supporting policy and legislation), as well as the comprehensiveness of the targeted groups has enhanced the effectiveness of the project and facilitate the contribution of the project's activities to its results.

The project faced a myriad of challenges that impacted its overall efficiency, including from endogenous and exogenous factors. Internally, the absence of one designated project manager has limited the efficiency of the project. Moreover, the lack of baseline and monitoring data adversely affected the efficiency of the project due to the lack of inputs in the project's decision-making processes during implementation and limited the overall evaluability of results. The implementation of the UMOJA system also contributed to some delays during implementation. Externally, factors included a turnover in the project's main implementing partner, as well as challenges in getting all targeted countries involved.

All these factors led to multiple project extensions which extended the project until June 2020. This means that what was planned to be conducted in 3 years was ultimately achieved in 9 years, albeit with small variations to the planned activities and outputs.

Many of the above factors of inefficiency may be traced back to the actual design of the project, which was found to be too ambitious for its allocated resources, especially in terms of time period for implementation. While the design suggested appropriate tools to build capacities and raise awareness, certain design issues

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[17] Examples of the planned studies that were not carried out include a country assessment on the current status of existing victim support providers schemes and frameworks in all target countries, and an assessment on existing human rights curricula of selected universities and other educational institutions in target countries.

led to some obstacles and inefficiencies during implementation. A lack of specificity in the design phase also contributed to it being too ambitious and led to planning issues during implementation.

Having said that, the project was found to be very relevant to the needs of the region, as well as to UNODC's frameworks and strategies and the SDGs. Prior to the development of this project and its implementation, the region was in dire need for a more enhanced awareness and knowledge on the issue of human trafficking and how to combat it. The development of the project was carried out through a number of different inputs, which had contributed strongly to its relevance.

Moreover, the project was found to contain many sustainable features that contribute to sustain its results. The main sustainable element has been the ToT capacity building programme which has produced a group of local expertise that will continue to transfer the knowledge gained in this project. Moreover, the development of knowledge products further strengthens the sustainability of the project's results, as such tools will indeed be utilized in the coming future. The strong partnership forged with LAS further adds to the sustainability of results, given the institutional nature of LAS and its continuing work on combating human trafficking. Nevertheless, the main setback of the project in terms of sustaining its results is the absence of a clear exit plan or sustainability strategy.

Finally, the project was found to lie at the core of the principle of human rights, gender equality and leaving no one behind, as human trafficking is considered to be a major human rights violation impacting the most vulnerable groups, including women and girls. All human rights were respected throughout the duration of the project. and no discrimination was reported. The project adhered strongly to the principle of leaving no one behind, despite the absence of a few countries in the region from the project's activities. Gender equality was strived to be achieved among the participants of the project's different activities but could not be fully achieved given the dominance of males in this sector in the region.

IV. RECOMMENDATIONS

RECOMMENDATION 1 – PROJECT DESIGN

Ensure that the design of future projects is more realistic and specific, taking into account restraints, including human, financial and time resources

Given that the project's overall performance was significantly influenced from an ambitious and non-specific design, the design of future projects should be as realistic and specific as possible taking into account project resource constraints. In other words, a project's activities and outputs should be matched with human, financial, and time resources. Moreover, a proper and thorough risk assessment should be undertaken during the design stage, along with mitigating measures and contingency plans in case the risk materializes. (**Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR)**)

RECOMMENDATION 2 – M&E FRAMEWORKS

Design and incorporate M&E frameworks in future programming to enhance project implementation

The absence of monitoring data has limited the evaluability of results and adversely affected the efficiency and effectiveness of the project. Future project design should integrate an appropriate monitoring and evaluation (M&E) framework within its design in order to enhance project implementation. A well-prepared monitoring system will help the project team understand the factors behind the shortcomings of the project and enable quick actions to rising problems. Monitoring data should always be kept in a safe and secure location in UNODC offices along with stored back up files. In addition, the implementation of a baseline assessment to collect baseline data is strongly recommended to enhance the evaluability of future projects and monitor progress of the project. (**Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR)**)

RECOMMENDATION 3 – FOLLOW UP PROJECT

Design and implement a follow up project to continue momentum and build on achievements

OGCCR should work on designing and implementing a follow-up project/programme to continue the momentum and build on achievements. In specific, a follow up project would contribute to collating all of the project's outputs and resources, utilizing them as an input into the design of a follow up project. It is recommended that such a project would focus on more regional collaboration in the field of human trafficking, including working towards a regional referral mechanism, which was highlighted as a need by some stakeholders. (**Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR)**)

RECOMMENDATION 4 – PARTNERSHIPS

Capitalize on the successful partnerships forged in this project between UNODC offices and institutions

The project's strong partnerships proved to be pivotal to its success. Future work and projects should capitalize on the established ties and relationships to coordinate for more effective and efficient outcomes. This applies to relationships formed between various UNODC offices as well as those formed with institutions, such as LAS. (**Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR)**)

RECOMMENDATION 5 – PROJECT MANAGEMENT

Ensure a complete management set up for future projects, including one designated project manager for the course of the implementation

While the project team proved to be proactive and adaptive to changing contexts throughout the duration of the project, implementation would have benefitted from the presence of one designated project manager, especially in manoeuvring through the challenges and obstacles faced, as well as ensuring more proper project documentation and monitoring. Future projects should ensure a project manager throughout the course of implementation. (Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR))

RECOMMENDATION 6 – PROJECT PORTFOLIO

Ensure that portfolio projects are effectively and efficiently distributed to ensure complementation rather than duplication

The evaluation found a similar project administered by UNODC Regional Office for the Middle East and North Africa (ROMENA) with overlapping timeframes. It is recommended to better allocate all projects under a single project portfolio to complement rather than duplicate one another. In this case, attribution to outcomes and impacts can be better estimated, and therefore, accountabilities will be better upheld. Moreover, a complementary allocation of projects will enhance the effectiveness and efficiency of each project. (Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR) in collaboration with UNODC Regional Office for the Middle East and North Africa (ROMENA))

RECOMMENDATION 7 – EXIT STRATEGY

Ensure future projects incorporate an exit plan / strategy during the design stage to maximise sustainability of results

The project's lack of a sustainability strategy or exit plan has made it difficult for the project team to navigate through the final part of the project. It also diluted many of the project's outputs. It is therefore recommended that a future project incorporates an exit plan as early as the design phase. In other words, the design should include a well-developed plan of how the project would close, and how to maximise the sustainability of results before closure. (Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR))

RECOMMENDATION 8 – HUMAN RIGHTS, GENDER EQUALITY AND LEAVING NO ONE BEHIND

Ensure that Human Rights, Gender Equality and Leaving No One Behind considerations are fully taken into account in all future project activities

As the evaluation found some lack of consideration for gender equality in project implementation, it is recommended to fully take all these issues into consideration for all future project activities. This also includes all parts of stakeholder identification, participation, and contribution. Human rights were respected throughout the duration of the project. and no discrimination was reported. The project adhered strongly to the principle of leaving no one behind, despite the absence of a few countries in the region from the project's activities. (Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR))

RECOMMENDATION 9 – MIDTERM EVALUATION

Plan for a Mid-term Evaluation at the design stage to allow for an independent view on implementation and any change in project directions.

A midterm evaluation can be a very useful tool to provide the project team with an assessment of how far the project is progressing and outline the effective ways forward. This is especially relevant if a project faces significant challenges that risk the implementation of activities and realization of outputs. Findings of such a midterm evaluation can shed light on the most effective scenarios in overcoming obstacles and moving forward in implementation. Moreover, a midterm evaluation can be very helpful when considering changing or adding a new component to a project. The external perspective of independent evaluators will provide a fresh eye view on implementation and future project directions. **(Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR))**

V. LESSONS LEARNED AND BEST PRACTICES

LESSONS LEARNED

- Nothing can compensate for not having one designated project manager, despite any tremendous efforts done by the project team. A project manager increases the likelihood for project success through providing vision and direction, increasing efficiency, managing the scope and resources, dealing with arising risks, and effectively closing the project.
- A well-established M&E system would have greatly helped the project in moving forward during arising challenges and obstacles, as well as introduce changes that are based on systematically identified needs and are integrated well with the remaining components of the project. It would also have contributed to better assessing the results of a project.
- The more realistic and specific the design of a project is, the more facilitating it will be for implementation. While non-specific designs allow for flexibility, they also allow for more space for inefficiencies to arise.

BEST PRACTICES

- The strong partnerships forged during the project, both among UNODC offices and between UNODC and other organisations, were pivotal in implementing the activities as planned and realize outputs. Partnerships can make it or break it for development projects.
- Sustainable elements of a project, such as ToT-based system of capacity building, the creation of networks, and influencing of policies, may posit positive spillovers to the overall sustainability of a project's results.

ANNEX I: EVALUATION FOLLOW-UP PLAN

Responsible Senior Manager(s) (incl. position)[18]: Mr. Boris Znamenski (Drug Control and Crime Prevention Officer)

Recommendation (incl. recipient)	Management Response *(accepted/ partially accepted/ rejected)*	Follow-up action	Responsible person (incl. position) *Typically the Project/Programme Manager*	Alternate responsible person (incl. position) *Could be Evaluation Focal Point*	End date for implementation of follow-up action (mm/yy)
1: **Project Design** Ensure that the design of future projects is more realistic and specific, taking into account restraints, including human, financial and time resources. (Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR))	Accepted	In Future designed project Management OGCCR will be more specific	Karim Helal (Project Assistant)	Mustafa Erten (Drug Control and Crime Prevention Officer)	12/2021

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[18] Usually this is the Head of the Office, Chief of Section, Branch or the Director. This person is usually the supervisor of the responsible Project/Programme Manager. In case of cluster evaluations: it can be more than 1.

Recommendation (incl. recipient)	Management Response *(accepted/ partially accepted/ rejected)*	Follow-up action	Responsible person (incl. position) *Typically the Project/Programme Manager*	Alternate responsible person (incl. position) *Could be Evaluation Focal Point*	End date for implementation of follow-up action (mm/yy)
2: M&E Frameworks Design and incorporate M&E frameworks in future programming to enhance project implementation. (Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR))	Accepted	An M&E design will be constructed for all projects	Karim Helal (Project Assistant)	Mustafa Erten (Drug Control and Crime Prevention Officer)	12/2021
3: Follow-up Project Design and implement a follow-up project to continue momentum and build on achievements. (Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR))	Accepted	A draft project document is currently under design as a full up on the XAMX59	Karim Helal (Project Assistant)	Mustafa Erten (Drug Control and Crime Prevention Officer)	12/2021

Recommendation (incl. recipient)	Management Response *(accepted/ partially accepted/ rejected)*	Follow-up action	Responsible person (incl. position) *Typically the Project/Programme Manager*	Alternate responsible person (incl. position) *Could be Evaluation Focal Point*	End date for implementation of follow-up action (mm/yy)
4: Partnerships Capitalize on the successful partnerships forged in this project between UNODC offices and institutions. (Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR))	Accepted	In the current implementation different projects related to TIP we are in partnership with not only other UNODC office but with other International organisation	Karim Helal (Project Assistant)	Mustafa Erten (Drug Control and Crime Prevention Officer)	12/2021
5: Project Management Ensure a complete management set up for future projects, including one designated project manager for the course of the implementation. (Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR))	Accepted	This have been taking into consideration for all project as in the case of XAMX59 it was an unforeseen and special situation	Karim Helal (Project Assistant)	Mustafa Erten (Drug Control and Crime Prevention Officer)	12/2021

Recommendation (incl. recipient)	Management Response *(accepted/ partially accepted/ rejected)*	Follow-up action	Responsible person (incl. position) *Typically the Project/Programme Manager*	Alternate responsible person (incl. position) *Could be Evaluation Focal Point*	End date for implementation of follow-up action (mm/yy)
6: **Project Portfolio** Ensure that portfolio projects are effectively and efficiently distributed to ensure complementation rather than duplication. (Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR) in collaboration with UNODC Regional Office for the Middle East and North Africa (ROMENA))	Accepted	OGCCR and ROMENA are coordinating in the implementation of the projects not to overlap or create duplication	Karim Helal (Project Assistant)	Mustafa Erten (Drug Control and Crime Prevention Officer)	12/2021
7: **Exit Strategy** Ensure future projects incorporate an exit plan/ strategy during the design stage to maximise sustainability of results. (Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR))	Accepted	The exit strategy is taken into consideration with the TOT and capacity building trainings along with creating Networks to insurance the continuity of the subject matter.	Karim Helal (Project Assistant)	Mustafa Erten (Drug Control and Crime Prevention Officer)	12/2021

Recommendation (incl. recipient)	Management Response *(accepted/ partially accepted/ rejected)*	Follow-up action	Responsible person (incl. position) *Typically the Project/Programme Manager*	Alternate responsible person (incl. position) *Could be Evaluation Focal Point*	End date for implementation of follow-up action (mm/yy)
8: Human Rights, Gender Equality and Leaving No One Behind Ensure that Human Rights, Gender Equality and Leaving No One Behind considerations are fully taken into account in future project activities. (Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR))	Accepted	Requesting from all counter parts to have gender Equality when they nominate their staff to participate in our trainings	Karim Helal (Project Assistant)	Mustafa Erten (Drug Control and Crime Prevention Officer)	12/2021
9: Mid-term Evaluation Plan for a midterm evaluation at the design stage to allow for an independent view on implementation and any change in project directions. (Project Management, UNODC Office for Gulf Cooperation Council Region (OGCCR))	Accepted	Will insure that have mid-term evaluation in the design stage of future projects	Karim Helal (Project Assistant)	Mustafa Erten (Drug Control and Crime Prevention Officer)	12/2021

Terms of Reference

Final Independent Project Evaluation
"Arab Initiative to Build National Capacities to Combat Human
Trafficking in the Arab Region"
XAMX59
Arab Region
May 2020

Contents

I.   BACKGROUND AND CONTEXT

Project number:	XAMX59
Project title:	The Arab Initiative to build national capacities to combat human trafficking in Arab countries
Duration (dd/mm/yyyy-dd/mm/yyyy):	1 March 2012 – 30 June 2020 (8 years)
Location:	Abu Dhabi, United Arab Emirates
Linkages to Country, Regional and Thematic Programmes:	"Regional Programme for the Arab States to Prevent and Combat Crime, Terrorism and Health Threats and Strengthen Criminal Justice Systems in line with International Human Rights Standards (2016-2021)"
Linkages to UNDAF[19]	Sub-programme 1. Countering transnational organized crime and illicit drug trafficking
Linkages to the SDGs	10. Reduced inequalities 16. Peace, justice, and strong institutions
Executing Agency:	UNODC
Partner Organizations:	Qatar Foundation for Combating Human Trafficking (QFCHT) (now known as National Committee to Combat Human Trafficking)
Total Approved Budget:	USD5,300,000.00
Total Overall Budget	USD5,300,000.00
Donors:	State of Qatar
Project Manager/ Coordinator:	Mr. Boris ZNAMENSKI, UNODC Office for Gulf Cooperation Council Region (OGCCR) (Abu Dhabi, United Arab Emirates)
Type and time frame of evaluation:	Final Independent Project Evaluation, 20 April 2020 – 4 September 2020
Time frame of the project covered by the evaluation:	1 March 2012 – 23 June 2020 (end of field mission)
Geographical coverage of the evaluation:	22 Arab States[20]
Budget for this evaluation in USD:	USD 90,000.00
Number of independent evaluators planned for this evaluation	2

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19 United Nations Development Assistance Framework

20 The Arab League has 22 members as follows; Algeria, Bahrain, Comoros, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Somalia, Sudan, Syria, Tunisia, United Arab Emirates, and Yemen.

Type and year of past evaluations (if any):	None

Project overview and historical context

Human Trafficking is a serious and growing concern globally, both as an organized crime issue and as a human rights violation. Human trafficking has become one of the most profitable crimes worldwide affecting virtually all countries and regions of the world over the past decade, including the Middle East and North Africa region, and especially the Arab countries. Based upon an analysis of State responses to human trafficking in the Arab region through the national capacity assessment questionnaires developed by Qatar Foundation for Combatting Human Trafficking (QFCHT)-now known as the National Committee to Combat Human Trafficking-addressed to the target countries of this project and the UNODC Global Report on Trafficking in Persons, the following five main capacity shortcomings in the target countries' response to human trafficking were identified and were thus thought to be addressed through the project Arab Initiative to Build National Capacities to Combat Human Trafficking in the Arab Countries (XAMX59):

1) Inadequate anti-trafficking legislation;

2) Lack of Institutional capacity to effectively prevent, investigate, prosecute and adjudicate human trafficking cases;

3) Limited identification, referral, protection and assistance to victims of trafficking;

4) Insufficient awareness on the crime of human trafficking among media and the academia and

5) Ineffective Civil Society Organizations (CSOs).

Accordingly, the project Arab Initiative to Build National Capacities to Combat Human Trafficking in the Arab Countries (XAMX59) was launched during the Doha Foundation Forum 2010. The project duration is 1 March 2012-17 March 2020 with a budget of USD5,300,000, supported by the State of Qatar under the sponsorship of the First Lady of Qatar Sheikha Mozah Bint Nasser al Missned.

The project, aimed at putting particular emphasis on the most critical issues for the region, implemented by Qatar Foundation for Combating Human Trafficking (QFCHT), League of Arab Stats, and UNODC. A major focus on the legislative technical assistance activities on the target countries compliance with the Trafficking in Persons Protocol's provisions and in accordance with relevant human rights legal instruments. The capacity building activities targeted at criminal justice practitioners focused on issues such as special investigative techniques; improving criminal intelligence gathering, analysis and use of information exchange, detection and identification of organized criminal groups; improving procedures for victim identification, victim/witness protection and assistance, including appropriate treatment of victims and protection of their rights. Further, it aimed at focusing on improving international judicial and law enforcement cooperation in particular. The capacity building activities relating to improving the protection and assistance provided to trafficked victims in the Arab Region, focused on civil society and state actor cooperation, access to justice for victims of trafficking including legal assistance and compensation, and assessing the availability of shelters and protective services for trafficked victims taking into consideration the special needs of women and children, as well as of men. The initiative through its implementation phase has always encouraged and supported equal representation by both genders from all participating entities and has ensured that support and equal inclusion of all victims is at its core values and goals.

Project documents and revisions of the original project document

	Year	Please provide general information regarding the original project document.

Project document	19/03/2012	The Arab Initiative to Build National Capacities to Combat Human Trafficking in the Arab Countries aims to build national capacities for the 22 Arab League States to effectively prevent and combat human trafficking, through supporting the target countries in: Establishing national and regional networks to fight human trafficking; Promoting the ratification and implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children (Trafficking in Persons Protocol); Strengthening the institutional and human capacities of criminal justice systems; Improving mechanisms for the appropriate identification referral, support and protection of trafficked victims and Raising the awareness about the crime and its devastating consequences on individuals and societies at large. (See also the section "Main objectives and outcomes" The project seeks to achieve these objectives through building national, sub-regional and regional networks in order to increase national and regional coordination to combat human trafficking and conducting regional and national specialized training workshops to build the capacity of all concerned stakeholders to prevent, prosecute and adjudicate human trafficking cases whilst protecting the rights of victims. The main partners of the project are the QFCHT (now known as the National Committee to Combat Human Trafficking), the League of Arab States and UNODC.

Project revision[21]	Year	Reason & purpose (max. 2 sentences per revision)	Change in (please check)
1	30/04/2015	The main reasons for this project revision were as follows: 1) major political turmoil in the Arab Region; 2) repeated changes in structure, leadership and staff in implementing partner organizations in 2014; and 3) considerable delay in receipt of last instalment of donor contribution towards the project. The revision reflected: -Creation of a SB3 post; - Re-profiling of outputs 1.1 and 1.2; -Addition of an activity to output 2.1; -Discontinuation of activity 2.2.2; -Elimination of Output 3.1 and key activities 3.1.1-3; - Amendment to key activity 4.5.1, i.e.: instead of *"providing grants to NGOs in three pilot countries"*, the activity to read: *"a call for proposals will be*	Budget ✓ Timeframe ✓ Logframe

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[21] Please add further rows as needed

		opened for Legal Clinics in all 22 Arab Countries" and - Addition of 2 risks to the risks and assumptions identified.	
2	05/02/2016	This project revision was due to: 1) repeated changes in structure, leadership and staff in implementing partner organizations in 2015-2016; and 2) considerable delay in project uploading and small grant funds delivery due to implementation of UMOJA.	Budget ✓ Timeframe Logframe
3	18/09/2017	The purpose of this revision was to include the coverage of a full-time supporting staff member as part of the Task Force Team and to complement the shortfall of the last revision to consider the additional time required by staff to attend to the support required by some project activities.	Budget ✓ Timeframe Logframe
4	19/12/2017	The revision was due to the repeated changes in structure, leadership and staff in main partner organizations in 2016 and 2017 that have contributed to delays in the implementation of the project.	Budget ✓ Timeframe Logframe
5	11/10/2018	This revision (non- coasted extension) has for purpose to allow the finalization of activities and the orderly conclusion of the project including the agreed upon final Independent Project Evaluation. Challenges were recently proven at the level of implementation and finalization given the current geo-political surrounding and the importance of maintaining equal support to all Member States.	Budget ✓ Timeframe Logframe

Main objectives and outcomes

Baselines have been established and used throughout the planning, implementation and monitoring phases. This was realized by constantly collecting data and statistics for monitoring and reporting purposes in order to assess the development and achievements of the project vis a vis the initial workplan.

Under the auspices of the Arab Initiative, only one[22] country out of the members of the League of Arab States has not ratified/acceded to the Trafficking in Persons Protocol to date. The Arab Initiative has been providing support to the Coordination Unit against Human Trafficking at the League of Arab States, including for the creation of national, sub-regional and regional networks to increase coordination in combatting human trafficking as well as the establishment of a framework for cooperation between the networks and the Coordination Unit.

Though the parties understand and appreciate that the fight against human trafficking is a long journey and that various challenges were faced and overcome during the implementation, this initiative has laid the

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[22] *The increased number of countries that have ratified the UN Trafficking in Persons Protocol can be found through:https://treaties.un.org/Pages/ViewDetails.aspx?src=TREATY&mtdsg_no=XVIII-12-a&chapter=18&clang=_en).*

legislative and judicial foundation for this fight in the region as well as availed a sustainable opportunity for governments as well as service providers for victim care to take this fight to higher ends.

Further, the Initiative successfully supported the drafting of the Charter and Terms of Reference of the Arab Anti-Human Trafficking that were endorsed by the Council of Arab Ministers of Interior.

In addition, many national anti-human trafficking networks have been put in place and are already operational in several countries including: UAE, Saudi Arabia, Oman, Bahrain, Egypt, Jordan, Qatar, Sudan, Yemen, etc.

Moreover, the last Global Report on Trafficking in Persons issued by UNODC in 2016 -along with the local reports of the target countries- have shown a significant increase in human trafficking cases detected as well as an increase in the number of victims supported.

Furthermore, the Project has been providing technical assistance and expertise to the various National Committees for Combatting Human Trafficking (NCCHT) in 95% of the Arab countries by delivering various national and regional capacity building training and awareness-raising workshops to the different actors involved in the field of combatting trafficking in persons, i.e.: judges and prosecutors, law enforcement officials, employees of Ministries of Labour and Social Affairs, relevant CSOs, educational institutions professors and students, relevant NGOs, journalists and media, victims service providers as well as border control officials and customs. By receiving the Training of Trainers (ToT) course, 26 participants have become certified experts under the Initiative.

The Arab Initiative has also provided technical assistance to the NCCHT of Bahrain in the establishment and drafting process of the National Referral Mechanism. The latter was jointly launched by UNODC and the Labour and Market Regulatory in 2017.

Additionally, the Arab Initiative launched the "Human Trafficking Toolkit for journalists" in November 2016 within the framework of its awareness raising campaign. The toolkit was produced in English and Arabic and copies were disseminated all over the Arab Region. Likewise, the following studies and publications were developed: Legislations on Combatting Trafficking in Persons in the Arab World; Understanding Trafficking in Persons in the MENA Region and Support Mechanisms for Victims of Human Trafficking in GCC.

Finally, through the first small grants scheme designed specifically for the Middle East and North Africa, the Arab Initiative supported 3 legal clinics (i.e. the Islamic University of Gaza, Qatar University College of Law and Beirut Arab University) by offering small grants to enhance their counter human trafficking programmes in 2016 and 2017.

Outcomes of the projects resulted in the following inter alia: providing legal counselling, representation and mediation to a number of prisoners and their families, organizing workshops on trafficking in persons, delivering training for students on how to provide legal aid to trafficked persons including domestic workers, developing methodology for a database on trafficking cases, registry of a case at local courts as well as developing training material on TiP.

Objective of the project/programme (as per project document/revision):

Objective:	To build national capacities in the Arab region to effectively prevent and combat human trafficking.
Performance indicators:	• Number of countries that have ratified the UN Trafficking in Persons Protocol; • New comprehensive national legislation enacted in target countries; • Increased number of trafficking perpetrators prosecuted and appropriately convicted;

	• Increased recognition among the public that human trafficking is a criminal activity that poses serious risks to individuals and societies.

Outcomes of the project/programme (as per project document/revision)[23]

Outcome 1:	An Arab Regional Partnership for combating human trafficking operational
Performance indicators:	National, Gulf Sub-Regional and Regional Anti-Human Trafficking Coalitions operational
Outcome 2:	Target countries increase compliance of domestic legislation with the Trafficking in Persons Protocol and in accordance with relevant Human Rights legal instruments
Performance indicators:	• Draft amendments and legislation presented to relevant bodies for consideration and approval; • Legal Analysis assessment
Outcome 3:	Criminal justice actors in target countries more effective in handling cases of human trafficking, including through international cooperation
Performance indicators:	Increased number of investigations into cases related to human trafficking
Outcome 4:	Criminal justice actors and victim service providers work to establish and improve victim protection schemes through enhanced cooperation
Performance indicators:	• Formalized cooperation mechanism between civil society and criminal justice actors on protection and assistance services for victims and/or witnesses in cases related to human trafficking in place in a number of the beneficiary countries; • Number and type of NGOs represented in coalitions; • Positive assessment of use of grants by NGOs
Outcome 5:	Media and educational institutions work to raise awareness of the dangers and criminal nature of human trafficking
Performance indicators:	• Human trafficking curricula established in a number of universities and other educational and research institutions • Number of media and NGOs participating in the campaign

Contribution to UNODC's country, regional or thematic programme

Contribution to the following UNODC country and regional programmes:

1. Preventing and combating trafficking in persons represents a major political, social and economic challenge to the countries of the Arab region. While increased efforts have been done by Arab countries to address trafficking in persons as shown in policy and legal reforms conducted over the past years, the need for a regional, sustainable initiative became apparent and led to the adoption of a resolution by the Executive Office of the Council of Arab Ministers of Justice in November 2009. In that context, the launch of the Arab Initiative to Build National Capacities to Combat Human Trafficking in the Arab Countries in 2012 was welcome by the League of Arab States (LAS).

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23 Please delete or add rows below as needed for the different outcomes.

2. Through its five outcomes, the Arab Initiative to Build National Capacities to Combat Human Trafficking in the Arab Countries has contributed to the first sub-programme ("Countering illicit trafficking, organized crime and terrorism") of the Regional Programme on Drug Control, Crime Prevention and Criminal Justice Reform in the Arab States (2011-2015). During that period, significant improvements were made in the development of domestic legal frameworks, with the majority of countries having enacted anti-trafficking in persons legislation. Though technical assistance was also provided to strengthen criminal justice responses, implementation of the legislation remained a challenge in the region. Subsequently, UNODC has capitalized on the achievements of the Arab Initiative to Build National Capacities to Combat Human Trafficking in the Arab Countries to continue supporting Member States in their efforts to dismantle trafficking in persons networks under the new Regional Programme for the Arab States to Prevent and Combat Crime, Terrorism and Health Threats and Strengthen Criminal Justice Systems in Line with International Human Rights Standards (2016-2021). Progress in the implementation of the project is reported on annual basis to the joint UNODC-LAS Steering Committee of the Regional Programme.

3. Importantly, the Arab Initiative is fully consistent with UNODC's Strategic Partnership with the Gulf Cooperation Council (GCC) Countries which was endorsed by the ExCom in April 2016, and its related programme framework. It addresses primarily two of the strategic goals. The first one aiming at assisting members states in their legal regimes on transnational organized crime in compliance with international conventions, standards, norms and human rights. And the second one aiming at bolstering institutional and human capacities of the counterpart authorities by providing advanced tools and materials and using training of trainers approach to empower national groups of experts to promote and apply international standards and good practices in their field of work. The Arab Initiative particularly contributes to the implementation of the Strategic Partnership with the GCC Countries in two thematic areas: "II. Countering illicit trafficking and transnational organized crime" and "III. Crime prevention and criminal justice".

Contribution to the following thematic programme(s):

1. The Arab Initiative to Build National Capacities to Combat Human Trafficking in the Arab Countries has also contributed to the thematic programme(s) related to the relevant sub-programme of UNODC's biennial strategic frameworks (2014-2015: "1. Countering transnational organized crime and illicit trafficking and illicit drug trafficking"; 2016-2017: "1. Countering illicit drug trafficking and transnational organized crime"; 2018-2019: "1. Countering transnational organized crime").

Linkage to UNODC strategic framework, UNDAFs and to Sustainable Development Goals

The Project/Programme contributes to the following Sustainable Development Goals, Targets and Performance Indicators:

Relevant UN Sustainable Development Goals[24]	Target(s)	Indicator(s)[25]

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[24] All SDGs and targets can be found here: http://www.un.org/sustainabledevelopment/sustainable-development-goals/

[25] All SDG indicators can be found here: https://unstats.un.org/sdgs/indicators/Global%20Indicator%20Framework_A. RES.71.313%20Annex.pdf

1 - Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation	5.2	5.2.1 5.2.2
2 - Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation	5.3	5.3.1
3 - Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate	5.4	5.4.1
4- Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms	8.7	8.7.1
5- End abuse, exploitation, trafficking and all forms of violence against and torture of children	16.2	16.2.2
6- Promote the rule of law at the national and international levels and ensure equal access to justice for all	16.3	16.3.1
By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime	16.4	16.4.1
Enhance international support for implementing effective and targeted capacity building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation	17.9	17.9.1

UNODC's existing portfolio of technical assistance activities concerning implementation of the Trafficking in Persons Protocol directly contributes to achieving multiple SDGs, including SDG #16. There are three SDGs which make explicit reference to trafficking in persons – SDGs 5, 8, and 16 or more specifically targets 5.2, 8.7 and 16.2 (existing UNODC responses to human trafficking are also relevant to targets 16.3, 16.4, and 16a). Of key relevance to UNODC's related technical assistance activities is the agreed global indicator for review of SDG 16.2, being "the number of detected and estimated number of non-detected adult women and men and girls and boys (18-) who have been trafficked for different forms of trafficking in persons". As the only agreed SDG indicator referring to trafficking in persons, it can be applied similarly to all of the SDGs noted above. While the underlying research capacities are still being developed to support this indicator, all of UNODC's related technical assistance efforts can be easily reformulated in the terminology of the SDGs on trafficking in persons – that is, to simultaneously impact on the ratio between detected and non-detected trafficking (i.e. increase detection of actual trafficking), while decreasing the overall occurrence of trafficking in persons. Direct examples of related UNODC work would include capacity-building efforts to enhance the identification of trafficking victims, the dissemination of practitioner material regarding core evidential challenges faced by prosecutors and legislative assistance to better ensure the support and protection of victims.

Moreover, through the Strategic Partnership with the GCC Countries, the project contributes to the Government of the Kingdom of Bahrain & United Nations Strategic Partnership Framework 2018-2022, that was signed on 24 October 2017. Technical cooperation in the field of combating and preventing trafficking in persons falls under the first Government Strategic Priority i.e., "Promote security and stability, the democratic system and foreign relations" (particularly programmes 1.1.1 and 1.2.3). At the time of initiating this evaluation, there is no other finalized UNDAF in the GCC region.

Time periods throughout the life time of the project (MMYYYY – MMYYYY)	Overall Budget	Total Approved (collected) Budget	Expenditure	Expenditure in %
2011[26]	5,300,000	1,300,000	-	-
2012	5,300,000	1.300,000	930,878	17.6
2013	5,300,000	5,300,000	1,077,065	20.3
2014	5,300,000	5,300,000	698,707	13.2
2015	5,300,000	5,300,000	498,037	9.4
2016	5,300,000	5,300,000	669,636	12.6
2017	5,300,000	5,300,000	482,117	9.1
2018	5,300,000	5,300,000	381,883	7.2[27]

Time period that will be covered by the evaluation (MMYYYY –MMYYYY)	Total Approved Budget	Expenditure	Expenditure in %
1 March 2012- 17 March 2020 (end of field mission)	5,300,000	4,738,323	89.40

II. PURPOSE OF THE EVALUATION

As part of the initial project document of XAMX59, a final Independent Project Evaluation was planned for to be undertaken before completion in line with evaluation norms and standards of UNODC and the United Nations Evaluation Group (UNEG). The purpose is to assess to what extent this project objective and outcomes were achieved and further assess the level of relevance, efficiency effectiveness, impact and sustainability of the entire project duration in the 22 Arab region countries where the project was implemented.

The aim of the final evaluation is to be a learning exercise for all implementing partners. It will also help assessing to what extent this project contributed to the objectives of the UNODC Regional Programme on Drug Control, Crime Prevention and Criminal Justice Reform in the Arab States (2011-2015); UNODC's Strategic Partnership with the Gulf Cooperation Council (GCC) Countries; and the UN's 2030 Agenda and its related SDGs.

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[26] The first installment was received in 2011, prior to the starting date of project.

[27] Kindly refer to the challenges (page 5) that arose from the increasing political tensions amongst GCC states particularly with Qatar. This has impacted the Office's ability to implement large-scope activities and involve all usual parties and partners. Also, the remaining budget is pinned to cover the cost of the final activities remaining to be executed, and the final evaluation and indirect costs.

The project partners, implementing entities, UNODC's senior management and program management will further use the evaluation findings to inform and guide their future individual and collaborative initiatives in the area of combatting human trafficking. It will also serve as a reference for beneficiaries who throughout the period of its implementation were involved in the achievement of its outcomes.

The following DAC criteria will be assessed during the evaluation: relevance, efficiency, effectiveness, impact and sustainability. In addition, established partnerships and cooperation as well as aspects of human rights and gender mainstreaming will be assessed. The evaluation will specifically assess how gender aspects have been mainstreamed into the project. Furthermore, lessons learned and best practices will be identified and recommendations based on the findings formulated.

The main users of this evaluation are UNODC, the QFCHT (now known as the National Committee to Combat Human Trafficking) and the League of Arab States. The evaluation report will be disseminated to all relevant stakeholders, including especially the donor and the Arab Member States, which will give insight to the work of UNODC to support Member States in implementing the United Nations Convention against Transnational Organized Crime and its supplementing Trafficking in Persons Protocol.

The findings of the evaluation will be shared by the project management team and presented by the lead evaluator to all relevant stakeholders.

Unit of analysis (full project/programme/ parts of the project/programme; etc.)	Full project/full project duration XAMX59
Time period of the project/programme covered by the evaluation	1 March 2012 – 23 June 2020 (end of field mission)
Geographical coverage of the evaluation	Arab Region (22 countries)[28]

III. EVALUATION CRITERIA

The evaluation will be conducted based on the following DAC criteria: relevance, efficiency, effectiveness, impact and sustainability, as well as design, partnerships and cooperation, human rights, gender equality and leaving no one behind as well as lesson learned and best practices. The questions will be further refined by the Evaluation Team.

Design   *The Design of a project or programme measures the extent to which the logical framework approach was adopted.*
1. To what extent was the Project, the appropriate mechanism to build the capacity of concerned stakeholders to prevent, prosecute and adjudicate human trafficking cases whilst protecting the rights of victims of trafficking?
2. To what extent was the Project, the appropriate mechanism to increase national and regional coordination to combat human trafficking?
Relevance   *Relevance is the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor.*

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28 The Arab League has 22 members as follows; Algeria, Bahrain, Comoros, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Somalia, Sudan, Syria, Tunisia, United Arab Emirates, and Yemen.

3.	To what extent was the development of the Project based on an adequate analysis of the needs and priorities of the target group?
4.	To what extent are the outputs, outcomes and objectives of this project/programme relevant to implementing the Sustainable Development Goals?

Efficiency
Efficiency measures the outputs - qualitative and quantitative - in relation to the inputs.

5.	What measures were taken during planning and implementation to ensure that resources (financial and human) were efficiently used?
6.	To what extent were the activities under the project properly managed, monitored and efficiently implemented?

Effectiveness
Effectiveness is a measure of the extent to which an aid activity attains its objectives.

7.	To what extent has the implementation of the Project responded to the identified needs of its target groups, achieving thereby its objectives and expected results (outputs and outcomes)?
8.	What is the Project's added value as compared to other actors in the region e.g. Vocational programmes, Private sector enhancement, etc.

Impact
Impact is the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended.

9.	Was there any intended or unintended impact derived from the implementation of the Project on human trafficking in the region? To what extent did the Project contribute in an appropriate and realistic way to changes in regional and national policies or strategies on human trafficking in the region?
10.	To what extent did the project/programme contribute to the Sustainable Development Goals?

Sustainability
Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn.

11.	To what extent are the benefits generated through the Project likely to be sustained after the end of the project i.e. is there a phase out/hand over strategy?
12.	To what extent has commitment and ownership by stakeholder and beneficiary of the results, activities and goals of the Project been achieved? Are they committed to continue working towards these the goals after the end of the project?

Partnerships and cooperation
The evaluation assesses the partnerships and cooperation established during the project/ programme as well as their functioning and value.

13.	To what extent was an efficient coordination, communication and knowledge exchange between implementing partners and the project management created, used and maintained throughout the implementation of the project?
14.	To what extent did the project/programme cooperate with other potential partners (including UN agencies, CSOs, academia, etc.) to contribute to the achievement of the SDGs?

Human rights, gender equality, and leaving no one behind
The evaluation needs to assess the mainstreaming throughout the project/programme of human rights, gender equality, and the dignity of individuals, i.e. vulnerable groups.

Human Rights

15.	To what extent were human rights considerations included in the project design and implementation?
16.	What measures have been taken during planning and implementation to ensure that human rights aspects were mainstreamed?

Gender Equality

17.	To what extent were gender equality considerations included in the project design and implementation?

18. What measures have been taken to ensure the inclusion of men and women throughout the Project's activities? (attendance at training workshops, perspective on analysis conducted, etc.)
Leaving no one behind (optional)
19. To what extent were under-represented and vulnerable groups included in the project design and implementation?
Lessons learned and best practices *Lessons learned concern the learning experiences and insights that were gained throughout the project/ programme.*
20. What lessons can be learned from the implementation of the Project in order to improve performance, results and effectiveness for any similar future projects or programmes? What best practices emerged that can be replicated in other projects and programmes?

IIV. EVALUATION METHODOLOGY

The methods used to collect and analyse data

This evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TOR and the availability of stakeholders. In all cases, the evaluation team is expected to analyse all relevant information sources, such as reports, programme documents, thematic programmes, internal review reports, programme files, evaluation reports (if available), financial reports and any other documents that may provide further evidence for triangulation, on which their conclusions will be based. The evaluation team is also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation. While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties identified as the key stakeholders of the project/ programme, the Core Learning Partners (CLP).

The present ToR provide basic information as regards to the methodology, which should not be understood as exhaustive. It is rather meant to guide the evaluation team in elaborating an effective, efficient, and appropriate evaluation methodology that should be proposed, explained and justified in the Inception Report.

In addition, the evaluation team will be asked to present a summarized methodology (including an evaluation matrix) in the Inception Report outlining the evaluation criteria, indicators, sources of information and methods of data collection. The evaluation methodology must conform to the United Nations Evaluation Group (UNEG) Norms and Standards as well as the UNODC Evaluation Policy, Norms and Standards.

While the evaluation team shall fine-tune the methodology for the evaluation in an Inception Report, a mixed-methods approach of qualitative and quantitative methods is mandatory due to its appropriateness to ensure a gender-sensitive, inclusive methodology. Special attention shall be paid to an unbiased and objective approach and the triangulation of sources, methods, data, and theories. Indeed, information stemming from secondary sources will be cross-checked and triangulated through data retrieved from primary research methods. Primary data collection methods need to be gender-sensitive as well as inclusive.

The credibility of the data collection and analysis are key to the evaluation. Rival theories and competing explanations must be tested once plausible patterns emerge from triangulating data.

The limitations to the evaluation need to be identified and discussed by the evaluation team in the Inception Report, e.g. data constraints (such as missing baseline and monitoring data). Potential limitations as well as the chosen mitigating measures should be discussed.

When designing the evaluation data collection tools and instruments, the evaluation team needs to consider the analysis of certain relevant or innovative topics in the form of short case studies, analyses, etc. that would benefit the evaluation results.

The main elements of the evaluation process are the following:

- Desk review of all relevant project documentation, (Annex II of the evaluation ToR), as provided by the Project Manager and as further requested by the evaluation team, as well as relevant external documents (e.g. UNDAFs; SDGs; UN and global/regional strategies; etc.);
- Preparation and submission of an Inception Report (containing initial observations of the desk review, refined evaluation questions, data collection instruments, sampling strategy, limitations to the evaluation, and timetable) is submitted through Unite Evaluations to IES for review and clearance at least one week before any field mission may take place. May entail various rounds of comments;
- Initial meetings and interviews with the Project Manager and other UNODC staff as well as stakeholders during the field mission;
- Interviews (face-to-face or by telephone/skype), with all key project stakeholders and beneficiaries, both individually and (as appropriate) in small groups/focus groups, as well as using survey questionnaires or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation;
- Oral briefing of preliminary observations to internal stakeholders (if applicable).
- Analysis of all available information;
- Preparation of the draft evaluation report (based on Guidelines for Evaluation Report and Template Report to be found on the IES website http://www.unodc.org/unodc/en/evaluation/index.html). The lead evaluator submits the draft report to IES through Unite Evaluations for initial review (may entail several rounds of comments. The revised draft report is thereafter submitted through Unite Evaluations to the Project Manager for review of factual errors. The revised report is thereafter reverted to IES for review, comments and clearance. Subsequently IES shares the final draft report with all CLPs for comments.
- Preparation of the final evaluation report and an Evaluation Brief (2-pager), including full proofreading and editing. The evaluation team incorporates the necessary and requested changes and finalizes the evaluation report in accordance with the feedback received from IES, the Project Manager and CLPs. It further includes a PowerPoint presentation on final evaluation findings and recommendations;
- Presentation of final evaluation report with its findings and recommendations to the target audience, stakeholders etc. (in person or if necessary through Skype).
- In conducting the evaluation, the UNODC and the UNEG Evaluation Norms and Standards are to be taken into account. All tools, norms and templates to be mandatorily used in the evaluation process can be found on the IES website: http://www.unodc.org/unodc/en/evaluation/index.html.

The sources of data

The evaluation will utilize a mixture of primary and secondary sources of data. The primary sources include, among others, interviews with key stakeholders (face-to-face or by telephone), the use of surveys and questionnaires, field missions for case studies, focus group interviews, observation and other participatory techniques. Secondary data sources will include project documents and their revisions, progress and monitoring reports, external reports and strategies (e.g. UNDAFs; SDGs; country/regional/global strategies; etc.) and all other relevant documents, including visual information (e.g. eLearning, pictures, videos, etc.).

Desk Review

The evaluation team will perform a desk review of all existing documentation (please see the preliminary list of documents to be consulted in Annex II of the evaluation ToR). This list is however not to be regarded as exhaustive as additional documentation may be requested by the evaluation team. The evaluation team needs to ensure that sufficient external documentation is used for the desk review.

Phone interviews / face-to-face consultations

The evaluation team will conduct Skype/phone/face-to-face interviews with identified individuals from the following groups of stakeholders. This list is however not to be regarded as exhaustive as additional interviews may be requested by the evaluation team. Scheduling of interviews are to be facilitated by the project management team:

- UNODC HQ and Field Office
- Project Donor
- Project Implementation Partner (governments and organizations)
- Project Implementation Partner (Trainers)
- Project Beneficiaries (Legal clinic and institutions)
- Project Beneficiaries per member states (Ministry officials and employees, judges, prosecutors, law enforcement officials, academic persons, relevant CSOs stakeholders, media persons, victims service providers, etc)

Questionnaire

A questionnaire (on-line) is to be developed and used in order to help collect the views of additional stakeholders (e.g. trainees, counterparts, partners, etc.), if deemed appropriate.

The UNODC Independent Evaluation Section may change the evaluation process, timeline, approach, etc. as necessary at any point throughout the evaluation process.

V.   TIME FRAME AND DELIVERABLES

Duties	*Time frame*	*Location*	*Deliverables*
Desk review and drafting of Inception Report. Submission to IES through Unite Evaluations	08/05/2020 – 25/05/2020 (*12 working days for lead evaluator and 10 for team member*)	Home base	Draft Inception report in line with UNODC evaluation norms and standards[29]
Review of draft Inception Report by IES	26/05/2020- 29/05/2020 (*1 week for IES review*)		Comments on the draft Inception Report to the evaluation team
Incorporation of comments from IES (can entail various rounds of comments from IES)	01/06/2020/- 09/06/2020 (*3 w/d for lead evaluator and 2 for team member*) (*1 week for IES review*)	Home base	Revised draft Inception Report
Deliverable A: Final Inception Report in line with UNODC evaluation norms, standards, guidelines and templates	By 09/06/2020 (overall 15 w/d for lead evaluator and 12 for team member)		Final Inception report to be cleared by IES at least one week before the field mission can get started

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[29] https://www.unodc.org/unodc/en/evaluation/normative-tools.html#Inception_Report

Evaluation mission: briefing, interviews with staff at UNODC HQ/FO (including by phone/skype); observation; focus groups; oral briefing of initial observations to internal stakeholders (if applicable)	15/06/2020-23/06/2020 (7 w/d for lead evaluator and 7 w/d for team member)	UNODC/FO OGCCR; Countries/Citie sAbu Dhabi/UAE, Doha/Qatar, Cairo/Egypt	Interviews and data collection
Drafting of the evaluation report; submission to IES through Unite Evaluations;	24/06/2020—14/07/2020 (*15 w/d for lead evaluator and 13 for team member*)	Home base	Draft evaluation report
IES initial review	15/07/2020 - 20/07/2020 (1 week)		
Incorporation of comments from IES (can entail various rounds of comments from IES)	21/07/2020-28/07/2020 (2 w/d for lead evaluator and 2 for team member, + 1 week for IES)		
Review of Project Management for factual errors	29/07/2020-03/08/2020 (*1 week for review*)		
Consideration of comments from the project manager	04/08/2020-05/08/2020 (*2 w/d for lead evaluator and 1 for team member*)		
Review of IES for quality assurance	06/08/2020 - 11/08/2020 (*1 week for review*)		Comments on the draft evaluation report to the evaluation team
Consideration of comments from the project manager and incorporation of comments from IES (can entail various rounds of comments from IES). Submission to IES through Unite Evaluations	12/08/2020-24/08/2020 (*4 w/d for lead evaluator and 2 for team member + 1 week for IES review*)	Home base	Revised draft evaluation report
Deliverable B: Draft Evaluation Report in line with UNODC evaluation norms, standards, guidelines and templates	By 24/08/2020 (overall 28 w/d for lead evaluator and 23		Draft evaluation report, to be cleared by IES

	for team member)		
IES to share draft evaluation report with Core Learning Partners for comments	25/08/2020-07/09/2020 *(2 weeks)*		Comments of CLPs on the draft report
Consideration of comments from Core Learning Partners and preparation of draft Evaluation Brief. Submission to IES through Unite Evaluations	08/09/2020-10/09/2020 *(3 w/d for lead evaluator and 1 for team member)*	Home base	Revised draft evaluation report
Final review by IES; incorporation of comments and finalization of report and Evaluation Brief and Power Point slides, including full proofreading and editing (can entail various rounds of comments from IES). Submission to IES through Unite Evaluations	11/09/2020-21/09/2020 *(3 w/d for lead evaluator and 2 for team member + 1 week for IES review)*	Home base	Revised draft evaluation report; draft Evaluation Brief
Presentation of evaluation results (after review and clearance of final evaluation report by IES)	Tentative: 02/10/2020 *(1 w/d for lead evaluator)*		Presentation of evaluation results
Deliverable C: Final evaluation report; presentation of evaluation results (PowerPoint slides); Evaluation Brief (2-pager)	By 21/09/2020 (overall 7 w/d for lead evaluator and 3 for team member)		Final evaluation report; Evaluation Brief and presentation of evaluation results, both to be cleared by IES
Project Management: Finalise Management Response in the final evaluation report and the Evaluation Follow-up Plan in Unite Evaluations	By 28/09/2020		Management Response and the Final Evaluation Follow-up Plan to be cleared by IES
Project Management: Disseminate final evaluation report	By 09/10/2020		Final evaluation report disseminated to internal and external stakeholders
IES: facilitate the external Evaluation Quality Assessment of the Final Report			

VI.   EVALUATION TEAM COMPOSITION

Role	Number of consultants/ evaluators[30] (national/international)	Specific expertise required[31]
Lead evaluator	1 (international consultant)	Evaluation methodology.
Team member/expert	1 (international consultant)	Expertise in crime prevention, criminal justice, international relations, international criminal law or related areas; anti-human trafficking and protection of trafficked victims. Knowledge of Gender Equality and Human Rights

The evaluation team will not act as representatives of any party and must remain independent and impartial. The qualifications and responsibilities for each are specified in the respective job descriptions attached to these Terms of Reference (Annex 1). The evaluation team will report exclusively to the Chief or Deputy Chief of the UNODC Independent Evaluation Section, who are the exclusive clearing entity for all evaluation deliverables and products.

Absence of Conflict of Interest

According to UNODC rules and UNEG Norms and Standards, the evaluation team shall not have had any responsibility for the design, implementation or supervision of any of the projects, programs or policies that they are evaluating.

Furthermore, the evaluation team shall respect and follow the UNEG Ethical Guidelines for conducting evaluations in a sensitive and ethical manner.

VII. MANAGEMENT OF THE EVALUATION PROCESS

Roles and responsibilities of the Project Manager

The Project Manager is responsible for:
- managing the evaluation process
- drafting and finalizing the ToR,
- selecting stakeholders, including some key Core Learning Partners (representing a balance of men, women and other marginalised groups) and informing them of the evaluation process ahead and their role in it,
- recruiting the evaluation team as proposed and cleared by IES, ensuring issued contracts ahead of the start of the evaluation process in line with the cleared ToR. In case of any delay, IES and the evaluation team are to be immediately notified,
- providing desk review materials (including data and information on men, women and other marginalised groups) to the evaluation team including the full TOR,
- liaising with the Core Learning Partners,
- reviewing the draft report for factual errors only,
- developing a management response and a follow-up plan for the usage of the evaluation results and recording of the implementation of the evaluation recommendations (to be updated once per year),
- disseminate the final evaluation report and communicate evaluation results to relevant stakeholders as well as facilitate the presentation of evaluation results;

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[30] Please note that an evaluation team needs to consist of at least 2 independent evaluators – at least one team leader and one team member.

[31] Please add the specific technical expertise needed (e.g. expertise in anti-corruption; counter terrorism; etc.) – please note that at least one evaluation team member needs to have expertise in human rights and gender equality.

- ensure that all payments related to the evaluation are fulfilled within 5 working days after IES's request - non-compliance by Project/Programme Management may results in the decision to discontinue the evaluation by IES.

The Project Manager will be in charge of **providing logistical support** to the evaluation team including arranging the field missions of the evaluation team, including but not limited to:

- All logistical arrangements for the travel (including travel details; DSA-payments; transportation; etc.)
- All logistical arrangement for the meetings/interviews/focus groups/etc., ensuring interview partners adequately represent men, women and other marginalised groups (including independent translator/interpreter if needed); **set-up of interview schedules;** arrangement of ad-hoc meetings as requested by the evaluation team; transportation from/to the interview venues; scheduling sufficient time for the interviews (around 45 minutes); ensuring that members of the evaluation team and the respective interviewees are present during the interviews; etc.)
- All logistical arrangements for the presentation of the evaluation results;
- Ensure timely payment of all fees/DSA/etc. (payments for the evaluation team must be released within 5 working days after the respective deliverable is cleared by IES).

Roles and responsibilities of the evaluation stakeholders

Members of the Core Learning Partnership (CLP) are identified by the project managers. The CLPs are the main stakeholders, i.e. a limited number of those deemed as particularly relevant to be involved throughout the evaluation process, i.e. in reviewing and commenting on the TOR and the evaluation questions, reviewing and commenting on the draft evaluation report, as well as facilitating the dissemination and application of the results and other follow-up action. Stakeholders include all those to be invited to participate in the interviews and surveys, including the CLPs.

Roles and responsibilities of the Independent Evaluation Section

The Independent Evaluation Section (IES) provides mandatory normative tools, guidelines and templates to be used in the evaluation process. Please find the respective tools on the IES web site http://www.unodc.org/unodc/en/evaluation/evaluation.html. Furthermore, IES provides guidance, quality assurance and evaluation expertise, as well as interacts with the project manager and the evaluation team throughout the evaluation process. IES may change the evaluation process, timeline, approach, etc. as necessary at any point throughout the evaluation-process.

IES reviews, comments on and clears all steps and deliverables during the evaluation process: Terms of Reference; Selection of the evaluation team, Inception Report; Draft Evaluation Report; Final Evaluation Report and an Evaluation Brief; Evaluation Follow-up Plan. IES further publishes the final evaluation report and the Evaluation Brief on the UNODC website, as well as sends the final evaluation report to an external evaluation quality assurance provider. Moreover, IES may decide, in consultation with Project Management, to upgrade any Independent Project Evaluation to an In-Depth Evaluation considering e.g. an unforeseen higher involvement of IES staff in the evaluation process.

VIII.   PAYMENT MODALITIES

The evaluation team will be issued consultancy contracts and paid in accordance with UNODC rules and regulations. The contracts are legally binding documents in which the evaluation team agrees to complete the deliverables by the set deadlines. Payment is correlated to deliverables and three instalments are typically foreseen:

1. The first payment upon clearance of the Inception Report (in line with UNODC evaluation norms,

standards, guidelines and templates) by IES;

2. The second payment upon clearance of the Draft Evaluation Report (in line with UNODC norms, standards, evaluation guidelines and templates) by IES;

3. The third and final payment (i.e. the remainder of the fee) only after completion of the respective tasks, receipt of the final report, Evaluation Brief (in line with UNODC evaluation norms, standards, guidelines and templates) and clearance by IES, as well as presentation of final evaluation findings and recommendations.

75 percent of the daily subsistence allowance and terminals is paid in advance before travelling. The balance is paid after the travel has taken place, upon presentation of boarding passes and the completed travel claim forms.

IES is the sole entity to request payments to be released in relation to evaluation. Project/Programme Management must fulfil any such request within 5 working days to ensure the independence of this evaluation-process. Non-compliance by Project/Programme Management may result in the decision to discontinue the evaluation by IES.

ANNEX III: EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES

This section presents the research tools utilized for the field work of this evaluation: (i) Semi-structured interview guide, and (ii) online questionnaire. As the interviews implemented for the fieldwork were semi-structured, a separate semi-structured interview guide was developed for each stakeholder group (four in total). For the online questionnaire, formatting and sequencing was applied directly when designing the survey tool online. In all research conducted in this evaluation, a code of confidentiality was strictly followed and explained to respondents, where there is no attributions to be made.

INTERVIEW GUIDES

For Project Team:

1. Background Information

1.1. Name of person being interviewed

> [ ]

1.2. Job title of person being interviewed

> [ ]

1.3. Organization in which the person being interviewed works (Distinguish between HQ and field)

> [ ]

2. Design

2.1. What implementation and management mechanisms were put in place during design to facilitate actual implementation?
    2.1.1. Prompt: Were such mechanisms appropriate? Were there any challenges faced during implementation due to design constraints? If so, what are these challenges?
2.2. Given the project's objective to build capacities and increase coordination, do you think the project was the appropriate tool to achieve the intended objective?
    2.2.1. Prompt: if no, why not, and what other tool could have better achieved this objective? If yes, how so?
2.3. Which groups were targeted by the project? and why

3. Relevance

3.1. What type of needs analysis was done prior to project design and implementation?
    3.1.1. Prompt: can you please share the document containing this analysis? Do you think the analysis was sufficient given the scope of the project?
3.2. How and to what extent were the results of needs assessments incorporated into the design of the intervention?
    3.2.1. Prompt: were the project activities designed to build on the analysis conducted?
3.3. Do you think the project is in line with UNODC's strategies and frameworks?
    3.3.1. Prompt: How so? Which strategies and frameworks? To what outcomes do they correspond?

3.4. Do you think the project is in line with the SDGs?

    3.4.1. Prompt: How so? to which of the SDGs do the project's outcome contribute?

3.5. How were the needs of target groups identified during implementation?

    3.5.1. Prompt: How responsive was the project in addressing these identified needs?

4. Efficiency

4.1. To what extent do you think the project was efficient in its implementation?

    4.1.1. Prompt: how did the implementation and management arrangements adopted by the project affect its efficiency?

4.2. How was the project monitored?

    4.2.1. Prompt: Was the monitoring plan followed consistently throughout the project? To what extent did the monitoring plan during implementation deviate from the plan mentioned in the design phase? (Please share capacity building/ training monitoring reports)

4.3. Did the project experience staff turnover among its own team and among implementing partner organization?

    4.3.1. Prompt: if so, what was the extent of turnover? (i.e. the number of staff turnover over the life of the intervention)? Were there any specific reasons for this occurrence?

    4.3.2. To what extent were the delays encountered by the project a result of turnover at partner entities?

4.4. Other than the issue of staff turnover, what other factors were behind the delays encountered by the project?

    4.4.1. Prompt on factors mentioned in progress reports (including the political environment in the region, the use of UMOJA, and the delay in the receipt of donor funds.

4.5. What measures were taken during planning and implementation to ensure that resources (financial and human) were efficiently used?

4.6. How did the project management and implementing partners coordinate, communicate and exchange knowledge?

    4.6.1. Prompt: was this coordination and communication mechanism followed consistently throughout the project cycle? If not, why not?

5. Effectiveness

5.1. To what extent was the project's planned activities conducted?

    5.1.1. Prompt: if there are some activities that could not be conducted, what were the reasons?

5.2. What were the reasons behind introducing changes to the logframe and changing/omitting some of the outputs and activities?

5.3. To what extent did the project achieve its intended results (i.e. five outcomes)

    5.3.1. Prompt: The extent of achievement for each outcome to be investigated as follows:

        5.3.1.1. To what extent did the project establish regional and national anti-human trafficking networks?

        5.3.1.2. To what extent did the project enable target countries to increase compliance of domestic legislation with the Trafficking in Persons Protocol and in accordance with relevant Human Rights legal instruments?

        5.3.1.3. To what extent did the project enable criminal justice actors in target counties to be more effective in handling cases of human trafficking, including through international cooperation?

5.3.1.4. To what extent did the project enable criminal justice actors and victim service providers to establish and improve victim protection schemes through enhanced cooperation?

5.3.1.5. To what extent did project enable media and education institutions to raise awareness of the dangers and criminal nature of human trafficking?

5.4. What partnerships did the project make to support it in implementing its activities and achieving its intended results?

5.5. What is the project's added value as compared to other actors in the region (e.g Vocational programs, Private sector enhancement...etc?

6. Impact

6.1. To what extent did the project contribute in an appropriate and realistic way to changes in regional and national policies/strategies on human trafficking in the region?

6.1.1. Prompt: what specific policy changes did the project contribute to on the regional and national levels?

6.2. To what extent did the project contribute to planning towards and achieving the SDGs?

6.2.1. What was the role of partnership in enabling the project to contribute to the SDGs?

6.3. To what extent did the project contribute in building overall capacities in the fight against human trafficking?

6.4. What other changes did the project contribute to?

6.4.1. Prompt on positive, negative, intended, and unintended changes

7. Sustainability

7.1. Is there a phase out/ handover strategy for the project?

7.1.1. Prompt: what is the strategy and how will it ensure continuity of results?

7.2. What results of the project do you think will be sustained beyond 2020? Why?

7.3. What aspects of sustainability were embedded in the project's activities and outcomes?

8. Human Rights Gender Equality and Leaving no one behind

8.1. To what extent were human rights considerations included in the project design? How? Please provide examples

8.2. What measures were taken during the project's implementation to ensure human rights aspects were mainstreamed?

8.3. To what extent were gender considerations included in the project design?

8.4. What measures were taken during the project's implementation to ensure the inclusion of men and women throughout the project's activities?

8.5. To what extent were under-represented and vulnerable groups included in the project design and implementation?

9. Lessons learned and best practices

9.1. What lessons can be learned from the implementation of the project in order to improve performance, results, and effectiveness for any similar future projects?

9.2. What best practices emerged in the project that you think can be replicated in other projects?

For small grant beneficiaries

10. Background Information

10.1. Name of person being interviewed

[   ]

10.2. Job title of person being interviewed

[   ]

10.3. Organization in which the person being interviewed works

[   ]

11. Design

11.1. Can you please describe the relationship between yourself and the project?

    11.1.1. Prompt: Scope for framework of relationship

11.2. What mechanisms were put in place during design to facilitate implementation?

    11.2.1. Prompt: Were such mechanisms appropriate? Were there any challenges faced during implementation due to design constraints? If so, what are these challenges?

11.3. Given the project's objective to build capacities and increase coordination, do you think the project was the appropriate tool to achieve the intended objective?

    11.3.1. Prompt: if no, why not, and what other tool could have better achieved this objective? If yes, how so?

11.4. Do you think that a small grant is the most appropriate tool for this project?

12. Relevance

12.1. Are you aware of any needs assessments done by the project before beginning implementation?

    12.1.1. Prompt: If yes, can you please describe them and how you were involved? Do you think they were sufficient? Do you think the project built on the results?

12.2. Can you please describe how you became engaged with the project?

12.3. Do you think the project was relevant to your needs? If yes, how so? If not, why not?

13. Efficiency

13.1. To what extent do you think the project was efficient in its implementation?

    13.1.1. Prompt: how did the implementation and management arrangements adopted by the project affect its efficiency?

13.2. How was the project monitored?

    13.2.1. Prompt: Were you required to follow any monitoring plan in the project? If so, what was it? Was it followed through consistently?

13.3. For how long have you been engaged with the project?

    13.3.1. Prompt for staff turnover at organisation: how many former colleagues of yours were engaged in the project?

13.4. Did the project face any delays? If yes, how much delays and what were the main reasons?

13.5. Can you please describe the coordination and communication mechanism adopted with the project team in implementing this project?

    13.5.1. Prompt: was this coordination and communication mechanism maintained throughout the project cycle?

13.6. Are you aware of any measures taken by the project during planning and implementation to ensure that resources (financial and human) were efficiently used? If so, what are they?

14. Effectiveness

14.1. To what extent was the project's planned activities conducted?

      14.1.1. Prompt: if there are some activities that could not be conducted, what were the reasons?

14.2. To what extent do you think the project achieved its intended result?

      14.2.1. Prompt according to project: (i) Legal support to trafficked persons, (ii) linkages between legal support services and direct victim assistance, (iii) research, (iv) cooperation among clinics, (v) awareness raising

14.3. What do you think is the project's added value as compared to other actors in the region (e.g Vocational programs, Private sector enhancement...etc?

15. Impact

15.1. What do you think are the changes to which the project has contributed? (positive, negative, intended, or unintended)

      15.1.1.1. Prompt for (i) Legal support to trafficked persons, (ii) linkages between legal support services and direct victim assistance, (iii) research, (iv) cooperation among clinics, (v) awareness raising

16. Sustainability

16.1. What results of the project do you think will be sustained beyond 2020? Why?

16.2. What aspects of sustainability were embedded in the project's activities and outcomes?

17. Human Rights Gender Equality and Leaving no one behind

17.1. To what extent were human rights considerations included in the project planning and implementation? How? Please provide examples

17.2. To what extent were gender considerations included in the project planning and implementation?

      17.2.1. Prompt: what measures were taken to ensure the inclusion of men and women?

17.3. To what extent were under-represented and vulnerable groups included in the project planning and implementation?

18. Lessons learned and best practices

18.1. Can you think of any lessons that can be learned from the implementation of the project in order to improve performance, results, and effectiveness for any similar future projects?

18.2. What do you think are best practices that emerged in the project that you think can be replicated in other projects?

For implementing partners (trainers)

19. Background Information

19.1. Name of person being interviewed

19.2. Job title of person being interviewed

19.3. Organization in which the person being interviewed works (Distinguish between HQ and field)

20. Design

20.1. Can you please describe the relationship between yourself and the project?

    20.1.1. Prompt: Scope for framework of relationship

20.2. What mechanisms were put in place during design to facilitate implementation?

    20.2.1. Prompt: Were such mechanisms appropriate? Were there any challenges faced during implementation due to design constraints? If so, what are these challenges?

20.3. Given the project's objective to build capacities and increase coordination, do you think the project was the appropriate tool to achieve the intended objective?

    20.3.1. Prompt: if no, why not, and what other tool could have better achieved this objective? If yes, how so?

21. Relevance

21.1. Are you aware of any needs assessments done by the project before beginning implementation?

    21.1.1. Prompt: If yes, can you please describe them and how you were involved? Do you think they were sufficient? Do you think the project built on the results?

21.2. Can you please describe how you became engaged with the project?

21.3. Do you think the project was relevant to the needs of its beneficiaries? If yes, how so? If not, why not?

22. Efficiency

22.1. To what extent do you think the project was efficient in its implementation?

    22.1.1. Prompt: how did the implementation and management arrangements adopted by the project affect its efficiency?

22.2. How was the project monitored?

    22.2.1. Prompt: Were you required to follow any monitoring plan in the project? If so, what was it? Was it followed through consistently?

22.3. For how long have you been engaged with the project?

    22.3.1. Prompt for staff turnover at organisation: how many former colleagues of yours were engaged in the project?

22.4. Did the project face any delays? If yes, how much delays and what were the main reasons?

22.5. Can you please describe the coordination and communication mechanism adopted with the project team in implementing this project?

    22.5.1. Prompt: was this coordination and communication mechanism maintained throughout the project cycle?

22.6. Are you aware of any measures taken by the project during planning and implementation to ensure that resources (financial and human) were efficiently used? If so, what are they?

23. Effectiveness

23.1. To what extent was the project's planned activities conducted?

    23.1.1. Prompt: if there are some activities that could not be conducted, what were the reasons?

23.2. To what extent did the project achieve its intended result? (will depend on theme of capacity building event)

23.3. What do you think is the project's added value as compared to other actors in the region (e.g Vocational programs, Private sector enhancement...etc?

24. Impact

24.1. What do you think are the changes to which the project has contributed? (positive, negative, intended, or unintended)

    24.1.1.1. Prompt for policy change, strategy development, capacity building, contribution to SDGs.

25. Sustainability

25.1. What results of the project do you think will be sustained beyond 2020? Why?

25.2. What aspects of sustainability were embedded in the project's activities and outcomes?

26. Human Rights Gender Equality and Leaving no one behind

26.1. To what extent were human rights considerations included in the project planning and implementation? How? Please provide examples.

26.2. To what extent were gender considerations included in the project planning and implementation?

    26.2.1. Prompt: what measures were taken to ensure the inclusion of men and women?

26.3. To what extent were under-represented and vulnerable groups included in the project planning and implementation?

27. Lessons learned and best practices

27.1. Can you think of any lessons that can be learned from the implementation of the project in order to improve performance, results, and effectiveness for any similar future projects?

27.2. What do you think are best practices that emerged in the project that you think can be replicated in other projects?

For Donor

28. Background Information

28.1. Name of person being interviewed

28.2. Job title of person being interviewed

28.3. Organization in which the person being interviewed works

29. Design

29.1. To what extent were you involved in the design of the project? How so?

29.2. Do you think the project is logically framed?

    29.2.1. Prompt: do you think the activities and outputs of the project are consistent with the project's outcomes and objectives?

29.3. What mechanisms were put in place during design to facilitate implementation?

    29.3.1. Prompt: Were such mechanisms appropriate? Were there any challenges faced during implementation due to design constraints? If so, what are these challenges?

29.4. Given the project's objective to build capacities and increase coordination, do you think the project was the appropriate tool to achieve the intended objective?

    29.4.1. Prompt: if no, why not, and what other tool could have better achieved this objective? If yes, how so?

30. Relevance

30.1. Are you aware of any needs assessments done by the project before beginning implementation?

    30.1.1. Prompt: If yes, can you please describe them and how you were involved? Do you think they were sufficient? Do you think the project built on the results?

30.2. Do you think the project was relevant to the needs of its beneficiaries? If yes, how so? If not, why not?

30.3. Do you think the project is in line with SDGs?

    30.3.1. Prompt: how so? What particular SDGs?

31. Efficiency

31.1. To what extent do you think the project was efficient in its implementation?

    31.1.1. Prompt: how did the implementation and management arrangements adopted by the project affect its efficiency?

31.2. Through what mechanism were donor funds released to the project?

    31.2.1. Were there any delays in the release of funds? If yes, what are the reasons?

31.3. How was the project monitored?

    31.3.1. Prompt: Did you view any of the project's monitoring reports? If so, what was it? Was a monitoring plan followed through consistently in the project?

31.4. Can you please describe the coordination and communication mechanism adopted with the project team in coordinating this project?

    31.4.1. Prompt: was this coordination and communication mechanism maintained throughout the project cycle?

31.5. Are you aware of any measures taken by the project during planning and implementation to ensure that resources (financial and human) were efficiently used? If so, what are they?

32. Effectiveness

32.1. To what extent was the project's planned activities conducted?

    32.1.1. Prompt: if there are some activities that could not be conducted, what were the reasons?

32.2. To what extent did the project achieve its intended result? (will depend on theme of capacity building event)

32.3. What do you think is the project's added value as compared to other actors in the region (e.g Vocational programs, Private sector enhancement...etc?

33. Impact

33.1. What do you think are the changes to which the project has contributed? (positive, negative, intended, or unintended)

      33.1.1.1.   Prompt for policy change, strategy development, capacity building, contribution to SDGs

34. Sustainability

34.1. What results of the project do you think will be sustained beyond 2020? Why?

34.2. What aspects of sustainability were embedded in the project's activities and outcomes?

35. Human Rights Gender Equality and Leaving no one behind

35.1.   To what extent were human rights considerations included in the project planning and implementation? How? Please provide examples

35.2.   To what extent were gender considerations included in the project planning and implementation?

      35.2.1. Prompt: what measures were taken to ensure the inclusion of men and women?

35.3.   To what extent were under-represented and vulnerable groups included in the project planning and implementation?

36. Lessons learned and best practices

36.1.   Can you think of any lessons that can be learned from the implementation of the project in order to improve performance, results, and effectiveness for any similar future projects?

36.2.   What do you think are best practices that emerged in the project that you think can be replicated in other projects?

ONLINE QUESTIONNAIRE

Write your text of the evaluation report on top of this in order to create a report with the correct format and style.

1. Background Information
1.1. Choose gender

   Female   Male

1.2. Please state your country of residence

_____

1.3. Please state your occupation

_____

1.4. What training did you receive from this project (please state more than one if applicable)?

_____

1.5. When did you receive the training (please state more than one if applicable)?

_____

1.6. Where did you receive the training (please state more than one if applicable)?

_____

2. Design
2.1. Do you think the training received was the best tool to raise your capacity?

   Yes   No

   If no, what better tool can you think of?

   _____

3. Relevance
3.1. Were the training goals and objectives clearly stated before starting the training?

   Yes   No

3.2. To what extent do you think the training is relevant to your needs and profession?

   Very Much   Somewhat   Undecided   Not Really

   Not at All

   Comment on relevance:_____

4. Efficiency
4.1. To what extent do you think the training was implemented according to schedule and on time?

   Very Much   Somewhat   Undecided   Not Really

   Not at All

4.2. Was the size of your training group appropriate?

   Very Much   Somewhat   Undecided   Not Really

   Not at All

4.3. Were you asked to fill out a questionnaire/form before the training?

    Yes   No

4.4. Were you asked to fill out a questionnaire/form after the training?

    Yes   No

Comment on efficiency: _____

5. Effectiveness

5.1. To what extent do you think the training was properly sequenced?

    Very Much   Somewhat   Undecided   Not Really

    Not at All

5.2. Was the quality of the training content and method of instructing consistent throughout the training?

    Yes   No

5.3. How engaging would you say the overall training content was?

    Very Much   Somewhat   Undecided   Not Really

    Not at All

5.4. How would you rate the quality of the training including content and method of instructing? (1= unacceptable and 10= outstanding)?

_____

5.5. To what extent do you think you benefitted from the training in your profession?

    Very Much   Somewhat   Undecided   Not Really

    Not at All

5.6. (If answered "very much" or "somewhat" in 4.1): Please describe in a few sentences how you benefitted from the training in your profession

_____
_____
_____

5.7. To what extent do you think the instructor(s) were

5.8. Have you applied any of the training received in your work?

    Yes   No

5.9. If answered yes, please provide an example of how you used what you learned in your work?

_____

5.10.   Compared to other actors in the region (vocational programs, private sector enhancement...), what is the added value of the training?

_____

Comment on effectiveness:_____

6. Impact

6.1. To what extent did your participation in the training allow you to be more effective in handling cases of human trafficking?

    Very Much   Somewhat   Undecided   Not Really

    Not at All

How so (please provide example)? _____

6.2. To what extent did this project established/improved victim protection schemes through enhanced cooperation in your country/region?

Very Much   Somewhat   Undecided   Not Really
Not at All

6.3. To what extent did this project contribute to changing human trafficking policies/ strategies in your country?

Very Much   Somewhat   Undecided   Not Really
Not at All

Comment on impact:_____

7. Sustainability

7.1. To what extent do you think that the skills and knowledge learned during the training will continue to benefit you for years to come?

Very Much   Somewhat   Undecided   Not Really
Not at All

Comment on sustainability:_____

8. Human Rights, Gender Equality, and Leaving no one behind

8.1. Did you experience any discriminatory practices or practices that would jeopardize human rights throughout the intervention?

Yes   No *(Go to Q. 6.3)*   Prefer not to say *(Go to Q. 6.3)*

8.2. *(if yes)* Were appropriate steps taken to ensure you receive appropriate care and protection

Yes | *Please describe* | No   Prefer not to say

8.3. Were you aware of the mechanism to report any discriminatory practices that would jeopardize human rights?

Yes   No   Prefer not to say

8.4. Do you think that Women were fairly represented among participants?

Yes   No

8.5. (For female respondents only) As a woman, did you experience any discrimination while you were involved in the project?

9. Lessons learned and best practices

9.1. Would you recommend the training to other professionals working in the same field as you?

Yes   No

9.2. Do you have any suggestions to improve such trainings in the future?

_____

ANNEX IV: DESK REVIEW LIST

UNODC DOCUMENTS

UNODC documents
UNODC Evaluation Handbook
Global Reports on Trafficking in Persons
Project document
Six Project Revisions (2015-2020)
Six Arab Initiative Reports (in Arabic) (2012,2013,2014,2015,2016,2018)
Six official certified financial reports
Eight project progress reports (2012-2019)
Seven Minutes of Meetings for the Steering and Implementing Committee Meeting (2011-2017)
'Better Data to Monitor Violence, Trafficking, Corruption and Access to Justice" UNODC (2017)
Final Report on Small Grants for Legal Clinics by UNODC
Final Narrative & Financial Report – Legal Clinics – Beirut Arab University
Final Narrative & Financial Report – Legal Clinics – Islamic University of Gaza
Final Narrative & Financial Report – Legal Clinics – Qatar University
Legal Clinics Quotes – Beirut Arab University
Compiled list of activities on excel – UNODC
Four Presentation on progress of project – 2015-2017
Regional Programme on Drug Control, Crime Prevention, and Criminal Justice Reform in the Arab States (2011-2015)
Regional Programme for the Arab States to Prevent and Combat Crime, Terrorism and Health Threats and Strengthen Criminal Justice Systems in Line with International Human Rights Standards (2016-2021).
The Status of Human Trafficking Legislation in Arab World
Booklet on Human Trafficking in the Middle East and North Africa region
Assessment of NCMs in the GCC member States
Preliminary Report GCC Final – End of Contract
Toolkit HT Final Book Finish 2017
TTP Manual _ Understanding Trafficking in the MENA region Arabic
1st and 2nd surveys of the LAS Board of Trustees
Training Manual in the Rights of Victims of Human Trafficking

Total number of documents reviewed: 58

EXTERNAL DOCUMENTS

External documents
League of Arab States Efforts in Preventing and combating human trafficking
The National Referral Mechanism for Victims of Trafficking in Persons – User Guide. The National Committee for Combating Trafficking in Persons - Bahrain
Annual Report of the National Committee to Combat Human Trafficking 2018 – National Committee to Combat Human Trafficking Crimes
The National Referral Mechanism for Victims of Trafficking in Persons - Bahrain
Annual Report of the National Committee to Combat Human Trafficking 2018
US Department of State's Trafficking in Persons Report

Total number of documents reviewed: 8

ANNEX IV: STAKEHOLDERS CONTACTED DURING THE EVALUATION

Number of interviewees	Organisation	Type of stakeholder (see note below)	Sex disaggregated data	Country
6	UNODC HQ (Human Trafficking and Migrant Smuggling Section), OGCCR and ROMENA	Project implementer	Male:5 Female:1	Austria, Egypt, and UAE
2	Consultant	Consultant	Male:1 Female:1	Qatar, Canada
1	Ministry of Labour	Donor	Male:1 Female:0	Qatar
8	Ministry of Justice, Morocco, Anti Human Trafficking Unit under public security in Jordan, public prosecution in Oman, Labour Market Regulatory Authority in Bahrain, Strategic Planning Department in Internal Security Forces Lebanon, Foreign Residency Department in Egypt, Ministry of Justice in Iraq, Ministry of Justice in Tunisia	Implementing partners-trainers	Male:5 Female:3	Bahrain, Egypt, Jordan, Lebanon, Oman, Tunis
2	League of Arab States, Qatar Foundation for Combating Human Trafficking	Implementing Partners	Male:0 Female:2	Egypt, Qatar
1	Beirut Arab University	Academia	Male:1 Female:	Lebanon
Total:	**20**		**Male: 13** **Female: 7**	
A stakeholder could be a Civil Society Organisation; Project/Programme implementer; Government recipient; Donor; Academia/Research institute; etc.				

ANNEX V: INTERVENTION LOGIC OF PROJECT

The table below illustrates the intervention logic of the project and shows some of the results of the project revisions implemented during the project cycle. Seven projects revisions were implemented corresponding with the delays and staffing needs experienced by the project[32]. The first project revision included the omission of several outputs and activities from the logical framework. This is shown in the information below through the ~~strikethrough~~ text. In addition to this, some activities were added to the logical framework, these are shown through *italic* text.

Objective				
Build national capacities in the Arab region to effectively combat human trafficking				

Outcomes				
1 An Arab Regional Partnership for combating human trafficking operational	2 Target countries increase compliance of domestic legislation with the Trafficking in Persons Protocol and in accordance with relevant Human Rights legal instruments.	3 Criminal justice actors in target countries more effective in handling cases of human trafficking, including through international cooperation.	4 Criminal justice actors and victim service providers work to establish and improve victim protection schemes through enhanced cooperation.	5 Media and educational institutions work to raise awareness of the dangers and criminal nature of human trafficking.

Outputs				
1.1 Regional Anti-Human Trafficking Network created and operational	2.1 Parliamentarians and legislative drafters in beneficiary countries provided with tailored information about the major provisions of the Trafficking in Persons Protocol and relevant Human Rights Legal instruments.	~~Training facilities in pilot target countries provided with up-to-date and customized training software on human trafficking, and enabled to operate and support it independently.~~	4.1 Knowledge base established on current victim support, assistance and protection provided in target countries by victim service providers, including relevant non-governmental organizations.	5.1 Workshops for journalists and media carried out to enhance the awareness of media on the nature and constituent elements of the crime of human trafficking.
~~Gulf Sub-regional Anti-Human Trafficking Coalition created and operational~~	2.2 Legal assessments of human trafficking laws in target countries conducted	3.1 Law enforcement from each pilot target country better equipped and qualified to	4.2 Victim support and protection schemes in target countries strengthened	5.2 ~~Targeted awareness-raising campaign designed and implemented, including media and~~

_____

32 The ToR mentions only 5 project revisions

	and necessary legislative amendments presented to national assemblies for adoption	effectively disrupt and investigate human trafficking cases while adequately protecting and referring trafficked victims.	through improved cooperation between state actors, in particular law enforcement, and victim service providers, in particular civil society organizations.	~~NGO activities, public announcements, publications and other information material.~~
1.2 National Anti-Human Trafficking Networks created and operational.		3.2 Judges and prosecutors from each pilot target country better equipped and qualified to effectively investigate, prosecute and adjudicate human trafficking cases while adequately protecting and referring trafficked victims.	4.3 Selected border control officials, customs and front-line police officers from all target countries trained in victim identification, with particular focus on victims of trafficking for the purpose of domestic servitude and labour exploitation, and referral for appropriate treatment and reintegration of trafficking victims in target countries.	5.3 A standardized human trafficking curriculum developed and integrated into teaching curricula of selected universities and other educational and research institutions.
			4.4 Selected labour inspectorates, NGOs, health service providers and other service providers from all target countries trained in victim identification, with particular focus on victims of trafficking for the purpose of domestic servitude and labour exploitation, and	

			referral for appropriate treatment and reintegration of trafficking victims in target countries.	
			4.5 Provision of legal and other assistance for suspected trafficking victims via grant to an appropriate non-governmental organization in selected target countries.	
			4.6 ~~Business capacity for NGOs in the Arab region to be effective in their work to combat human trafficking increased~~	

Activities
1.1.1 Create an Arab Regional Anti Human Trafficking Network that meets formally on annual basis.
1.1.2 Launching of the Arab regional anti human trafficking network.
~~Conduct supporting human trafficking briefing sessions~~
~~Create a Gulf Sub-regional Anti-Human Trafficking Coalition that meets formally on an annual basis~~
1.2.1 *Strengthen the Regional Anti Human Trafficking Network by supporting the establishment and operations of National Networks.*
~~Create a National Anti-Human Trafficking Coalition in all participating countries that meet on a monthly basis~~
2.1.1 Adapt and contextualize the Handbook for Parliamentarians - raising awareness of the need to ratify and implement the Convention and Trafficking in Persons Protocol.
2.1.2 Conduct three sub-regional legislative drafting training workshops on the basis of the Model Law on trafficking in persons for selected legislative drafters, judiciary and other relevant criminal justice actors from the target countries
2.1.3 *regional workshop for parliamentarians to present the handbook and the role of parliamentarians in combating human trafficking.*
2.2.1 Prepare and carry out legal assessments in all 22 target countries identifying shortcomings in the compliance of national legislation with the requirements of the Protocols and develop a study on compliance and recommendations related to the target countries' legislation
~~Award grants to countries to complete country assessments of compliance to the protocol.~~

~~Develop and customize basic computer-based training (CBT) programme on human trafficking for use in all Pilot target countries~~
~~Install basic CBT programme on TIP in existing training structures in the pilot target countries~~
~~Train one Manager and Supervisor from each of the pilot target countries on the CBT programme delivered~~
3.1.1 Adapt and contextualize UNODC's in-depth training module for law enforcement in the Arab Region
3.1.2 Conduct awareness and specialized regional training sessions for law enforcement.
3.1.3 Conduct train-the trainer sessions for law enforcement trainers in sub-regions.
3.2.1 Adapt and contextualize UNODC's in-depth training module for criminal justice practitioners in the Arab Region.
3.2.2 Conduct specialized regional training sessions, including on mutual legal assistance and extradition practices.
~~4.1.1 Carry out a country assessment on the current status of existing victim support providers schemes and frameworks in all target countries.~~
4.2.1 Organize regional workshops on victim support, including cooperation between civil society – criminal justice actors.
~~4.2.2 Develop study with concrete recommendations and samples of model MoUs or other formalized agreements on basis of workshops discussions.~~
4.3.1 Conduct regional training for potential anti-human trafficking actors, including selected officials, border control officials, customs officials and police front line officers and other relevant actors from all target countries on identification of trafficked victims.
4.4.1 Conduct regional training for Ministry of Labour officials (including labour inspectors), NGOs, health service providers and other victim service providers from target countries on identification of trafficked victims.
4.5.1 Provide grants to Legal Clinics to provide legal and other assistance to suspected victims of human trafficking
4.6.1 Conduct capacity building training sessions for NGOs on developing and maintaining effective information systems and statistics.
4.6.2 Conduct capacity building training sessions for NGOs on building financial capacity.
5.1.1 Develop and disseminate a media kit for journalists and media at project events and workshops.
~~5.2.1 Conduct public surveys to gauge the general public's awareness on human trafficking.~~
~~5.2.2 Develop and implement a targeted awareness raising campaign in selected pilot countries involving media and NGOs.~~
~~5.2.3 Carry out evaluation of the awareness raising campaigns.~~
~~5.3.1 Carry out assessment on existing human rights curricula of selected universities and other educational institutions in target countries.~~
5.3.2 Develop training material and educational guides on human trafficking and integrate into the relevant teaching institution's curricula.
5.3.3 Conduct regional workshops to train selected university professors and teachers.